



FutureWorks Consulting, LLC

# The Art of Managing in an Agile World

December 12 & 13, 2011

## Overview

Managers have a unique role to fulfill in an Agile world. Whether leading a shift to Agile methods or guiding a newly Agile organization, effective managers join their current skills with strategic tools learned in this course to keep people and teams on track.

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## Prerequisites

No prior Agile experience is required, and even experienced Agile practitioners will expand their leadership and management capabilities.

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## Intended Audience

This course benefits CIOs, CTO, VP's and Directors of Quality, Engineering, IT, Applications Development, and other software managers/executives; as well as Program, Product and Project managers. HR, Facilities, Marketing, Sales and other managers working in an Agile enterprise will also gain valuable insight into their role in supporting software product development. Agile team coaches, XP coaches, Scrum Masters will learn about how to help their teams fit into the larger organization.

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## Course Outline

### Why you need this course:

This course gives you the hands-on experience and builds the skill set you will require to thoroughly understand and utilize the real-world fundamentals of managing in an Agile environment. The instructors bring their expertise in agile management, planning and

Imagine Possibility ■ Discover Hidden Potential ■ Work as Art ■ Master Collaboration ■ Reflect on Experience



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development to help managers utilize their knowledge and skills to harness the power of an Agile organization.

### **Training Objectives: What you Will Learn**

- Learn how Agile organizations work from a systemic perspective.
- Create strategic alignment between project teams and the rest of the organization.
- Explore practices for identifying and resolving business issues, setting goals and measuring progress, assessing organization culture, and using organization structure to effectively address the challenges facing you and your team.
- Examine the implications of Agile environments for managing human capabilities and handling human resources functions, such as, hiring, retention, reviews, and compensation.
- Learn how effective leaders manage the boundary between their Agile teams and the rest of the organization.
- Discover the latest brain research showing male/female differences and translate these findings into more effective strategies for coaching and mentoring within and across gender on high performing teams.

### **Agenda:**

#### **Day 1**

- Overview & Introductions
- The Shift: Coaching Agile Teams and Team Members
- The Primary Task: Removing Impediments

#### **Day 2**

- Review
- System Focus: Managing Boundaries in the Agile Enterprise
- A New Way to Work: Managing Iteratively
- The Roadmap: Agile Management Development
- Next Steps

We emphasize practical applications in our classes. In this course, we'll share many of the tools and techniques we use in managing Agile, including:

- “Issue Diagnosis Wheel” to sort and characterize the type of issue and the most appropriate analysis to apply



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- Collaboration techniques to motivate and vitalize teamwork
- “Agile Chartering Model” for launching teams that can say what they do and do what they say
- Peter Block’s “Trust/Agreement Matrix” to develop allies and strengthen coalitions that build your influencing capabilities
- Follow the “Choice Map” to ask more effective questions, leading to enhanced solutions and more possibilities than you can see now
- Use the “Theory of Constraints” to identify opportunities for change

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## Testimonials

*“Great job living the process! [Agile management is] very people centered and seems more sustainable than top-down management.”*

– **Kurt Sussman, CEO, Merlot Research Group**

*“The workshop contributed to my better understanding of the values and principles through interactive and participatory discussions and activities. [I learned] Agile is not a cookbook method to success.”*

– **D. Washburn, Product Manager, Digital Inspections**

*“I had very little understanding of Agile prior to the class. It was very informative and has started my quest for more information. The class reinforced common sense concepts. As a first exposure to Agile, I’m not sure what could be better.”*

– **Steve Grow, VP, ServerLogic**

*“The only real impediment was not enough time. The facilitators provided an extraordinary example of the agile process and principles in action. Brava!”*

– **Laura Nagly, Consultant**

*“The facilitators were interesting to listen to; they shared personal stories and really know their stuff!!”*

– **Terry J. Ray, Certified ScrumMaster**



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## Instructors



**Sharon Buckmaster** coaches and consults with organization leaders wanting to energize their workplace to achieve excellence. From her years as a leader in two Fortune 100 companies, as well as many years as a consultant across diverse industries, she has developed a clear perspective on organizational change that builds on individual and organization strengths to meet current challenges.

Sharon excels at working with leaders. All leaders.

Her long-standing interest in leadership for women led her to found the Women's Center for Leadership as well as to her Ph.D. dissertation research called *Standing Up and Standing Proud: Senior Executive Women Who Advocate for Gender-Equity*. She is an associate of the Center for Gender in Organizations at Simmons College and currently teaches in the Master's program for Applied Information Management at the University of Oregon.

Sharon sees the art of leadership as a creative endeavor shaped by context and character.

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**Diana Larsen**, a partner and senior consultant with FutureWorks Consulting LLC, is a specialist in the human side of software development. Diana consults with leaders and teams to create work processes where innovation, inspiration, and imagination flourish. With more than 15 years of experience working with technical professionals, Diana brings focus to people, teams and projects. She activates and strengthens her clients' proficiency in shaping an environment for productive teams and thriving in times of change.

Diana co-authored *Agile Retrospectives: Making Good Teams Great!* She publishes articles and writes occasional blog posts at "Partnerships and Possibilities". Current chair of the Agile Alliance Board of Directors, she co-founded the "Agile Open Northwest" conference and the international "Retrospective Facilitators Gathering".

Diana discovers solutions and possibilities where others find only barriers and obstacles.