Preventing the 5 Deadly Diseases of Management

Interview with W. Edwards Deming

Agile Cure by Mischa Ramseyer

Presented @ GOTO Zürich, 10.04.2013

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SWISS AGILE LEADERS

Agile Coach & Trainer

Management Coach & Trainer

Mischa Ramseyer
@ramsyman

swissICT

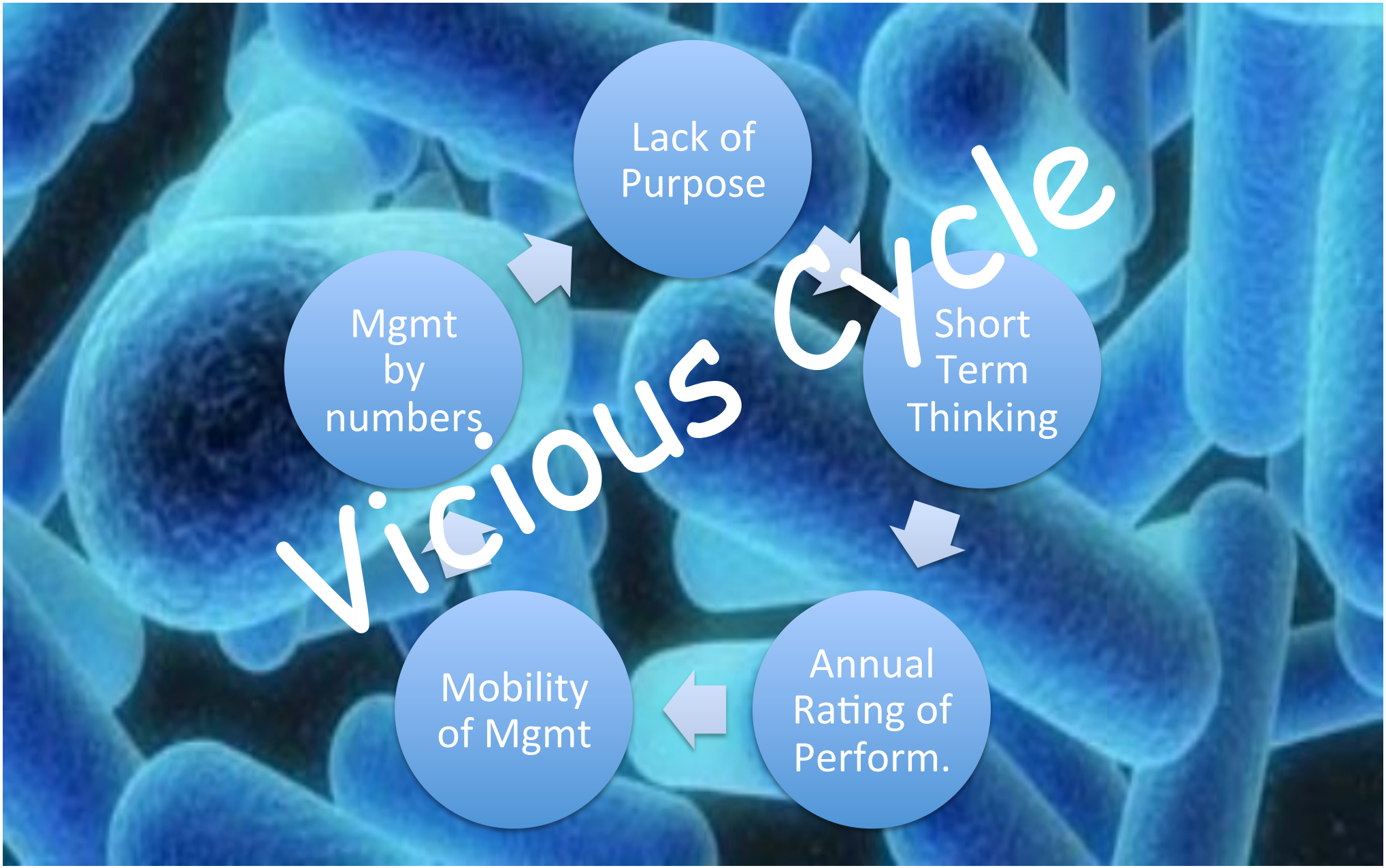
MANAGEMENT 3.0 Agile Leadership Practices

http://www.management30.com

W. Edwards Deming (1900 – 1993)

Mischa Ramseyer

The Interview


Vicious Cycle
Lack of Purpose
Short Term Thinking
Annual Rating of Perform.
Mobility of Mgmt
Mgmt by numbers

Our Mission
Stop the Virus!

Good to know our Mission!

What now?

Build awareness!
I cannot fight, what I don't see!

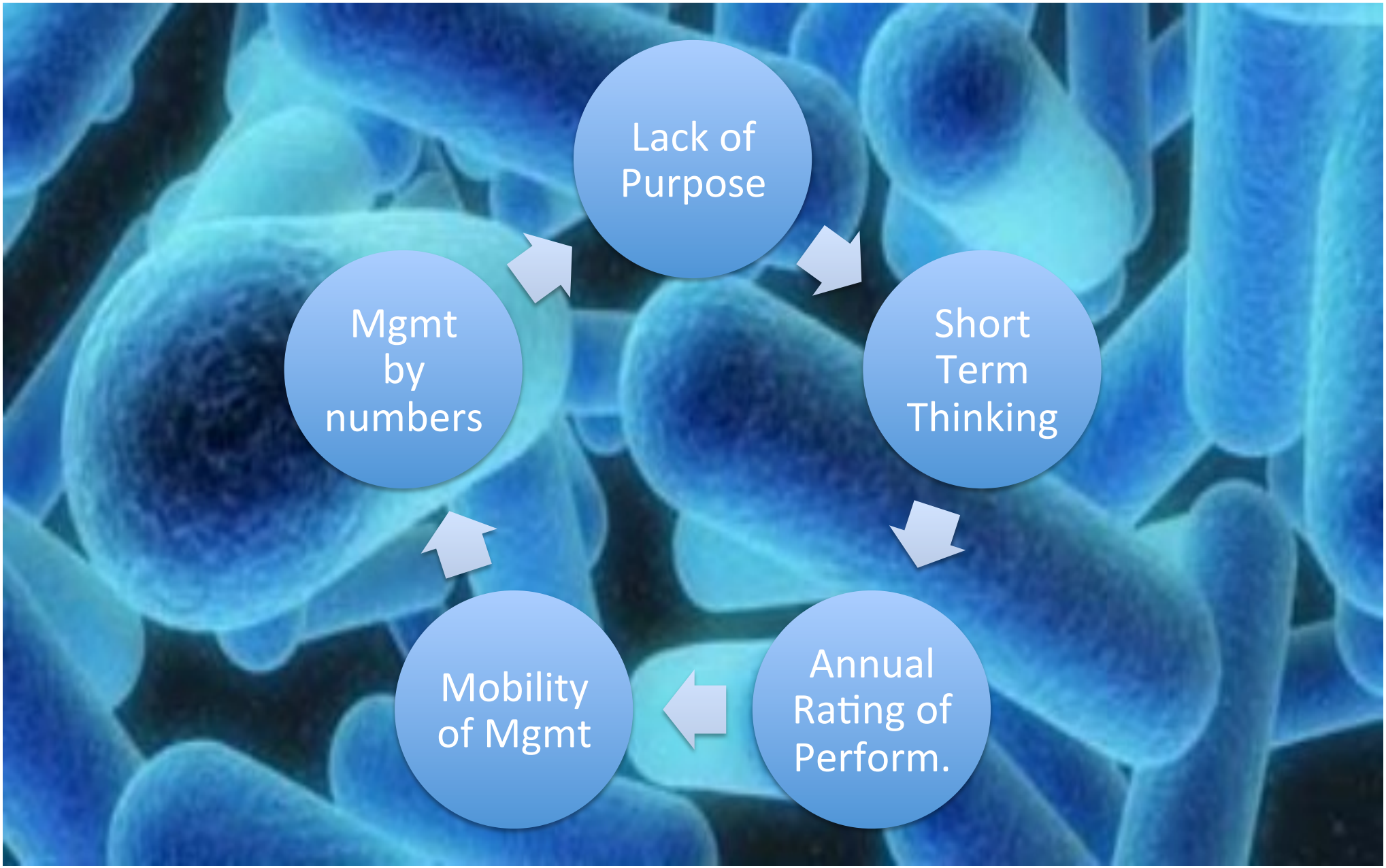
OK, we are aware...

What now?

Break
Lack of Purpose
Short Term Thinking
Annual Rating of Perform.
Mobility of Mgmt
Mgmt by numbers

But where?

What's the most important thing?


Lack of Purpose
Short Term Thinking
Annual Rating of Perform.
Mobility of Mgmt
Mgmt by numbers

Define Purpose!
Why are you here?
http://www.scottwhitelaw.com/gallery/

HELP
OTHERS
dreamstime.com

Make
a
difference

Be inspiring

Define your Mission, or ...

VALVE®

We're always creating.

Google

Organize the world's information and make it universally accessible and useful.

To provide the best customer service possible.

Zappos.com

We are Liip, and we do agile web development. This is what we mean by saying so:

L//P

AGILE

... a Manifesto

When we say ‹agile› we do value:

- Individuals and interactions over processes and tools
- Working software over comprehensive documentation
- Customer collaboration over contract negotiation
- Responding to change over following a plan
- Constant improvement and critical thinking over stability and following instructions
- Scrum as a framework to organize our teams and our company as a whole

WEB

When we think of the web we believe in:

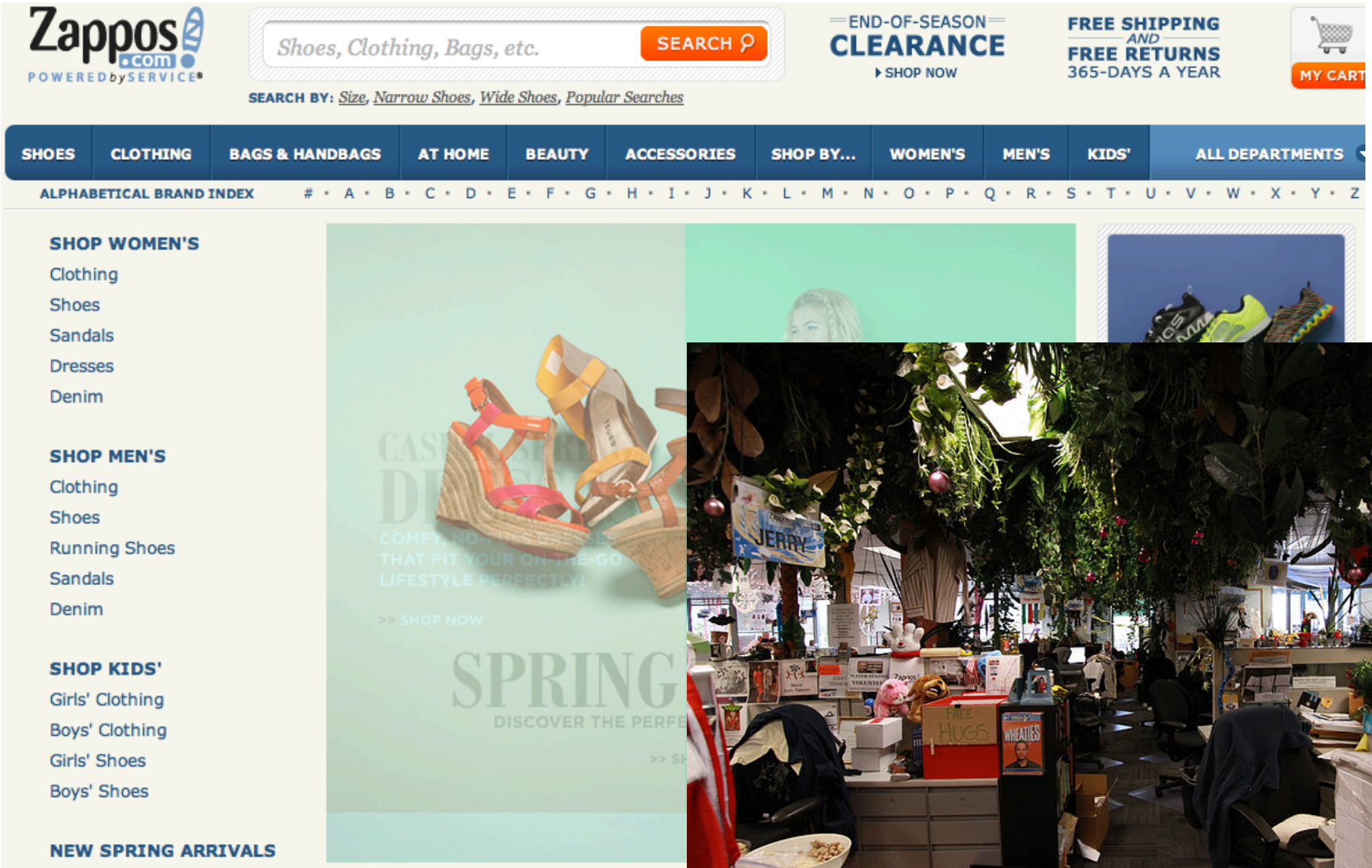
- The web as a main driver of today's communication and culture
- The web as a unifying technology for all platforms, from the desktop to mobile devices and a future web of things
- The power of the web in delivering rich user experiences on all platforms

http://www.liip.ch/static/manifesto/index.html

Align Business to Purpuse

Do you mean strategy alignment?

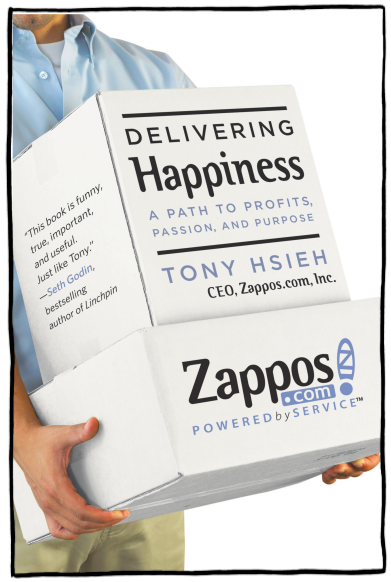
If the strategy isn't the foundation,
what is it then?



Zappos.com

http://en.wikipedia.org/wiki/Zappos.com

To provide the best customer service possible.



1. Deliver WOW through Service
2. Embrace & drive change
3. Create FUN & a little Weirdness
4. Be adventurous, creative, & open-minded
5. Pursue growth & Learning
6. Build open & honest relationships with communication
7. Build a positive team & Family Spirit
8. Do More With Less
9. Be passionate & determined
10. Be humble

Values: http://labyrinthgal.blogspot.ch/2010/06/delivering-happiness-book-report.html
Movement: http://www.deliveringhappiness.com

Google
Mission
"To organise the world's information and make it universally accessible and useful"
Core Values
1) We want to work with great people
• We hire great people and expect a lot from them
• We create an environment where people can flourish and grow
• We treat people with fairness and respect
• We challenge each other's ideas openly
• We value diversity in people and ideas
• We are a quantitative company that uses data to make decisions
2) Technology innovation is our lifeblood
• Build the world's best technology and products
• We apply technology and creativity to solve important problems
3) Working at Google is fun
• We expect our people to know and enjoy each other
• We have a challenging/energetic work environment
• We celebrate our successes and each other's accomplishments – both professional and personal
4) Be actively involved; you are Google
• Outcomes depend on you
• Honour commitments
• We openly communicate and trust you with a great deal of information and we expect you to honour our confidentiality
• Understand when you are representing
• and act appropriately
5) Don't take success for granted
• Think and act like an underdog
• Be humble with success; don't be arrogant
• Be scrappy and resourceful
6) Do the right thing; don't be evil
• Honesty and integrity in all we do
• Our business practices are beyond reproach
• We make money by doing good things
7) Earn customer and user loyalty and respect every day
• Create, enhance and maintain great products and services
8) Sustainable long-term growth and profitability are key to our success
• Think scale and efficiency
• Every dollar is yours
• Do things that matter
9) Google cares about and supports the communities where we work and live
• We encourage and enable our people to support local community involvement and expect them to participate
10) We aspire to improve and change the world
• Aim high; think BIG, take risks
• A healthy disregard for the impossible

Wir ziehen alle am selben Strick

Eigenverantwortlich

Wir sind ein gut eingespieltes, agiles Team und übernehmen Verantwortung. Wir bestimmen mit in Projekten, bei der Gestaltung der Arbeitsabläufe und der Organisation der Firma. Das gibt die Freiheit mitzudenken und Mehrwert zu schaffen.

Sozial und ökologisch

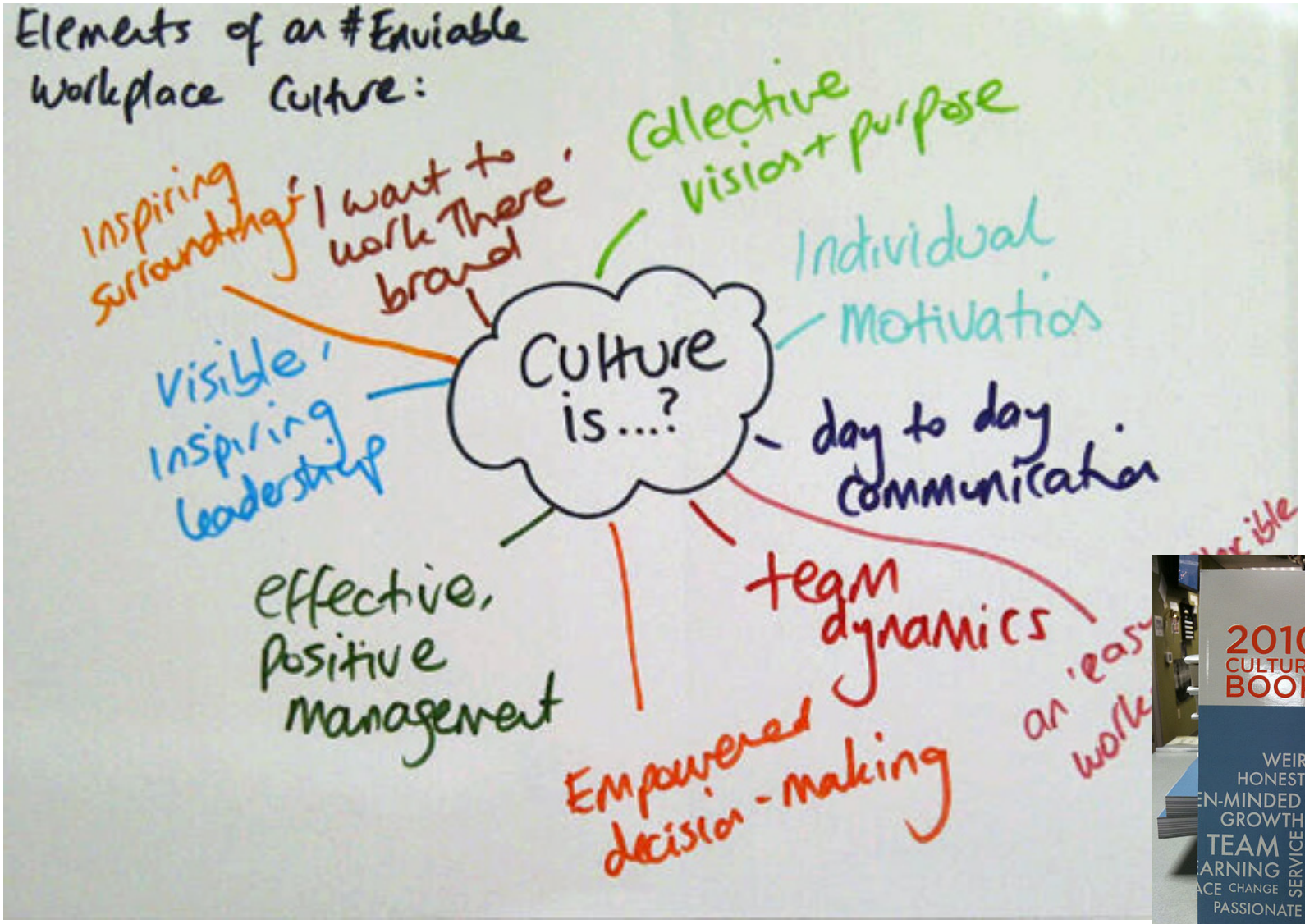
Ein gutes Klima: Wir bewegen uns schweizweit mit öffentlichem Verkehr und mit dem Velo. Fairness, Transparenz und familienfreundliche Anstellungsbedingungen schaffen eine freundliche Atmosphäre. Wir pflegen eine offene und authentische Kommunikation mit unseren Kunden.

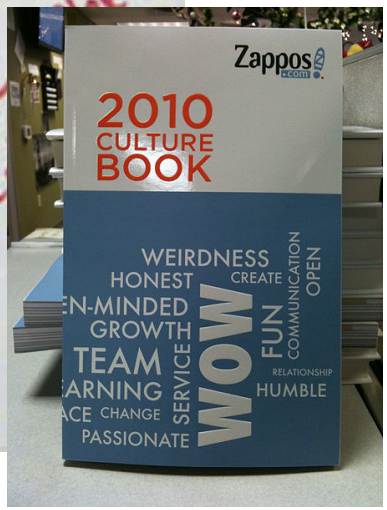
Bildungshungrig

Wissen macht Spass: Wir nutzen ein vielfältiges Weiterbildungsangebot, bleiben in Bewegung und suchen den Austausch: mit unserem Engagement in den Communities, Blogposts und öffentlichen Techtalks.

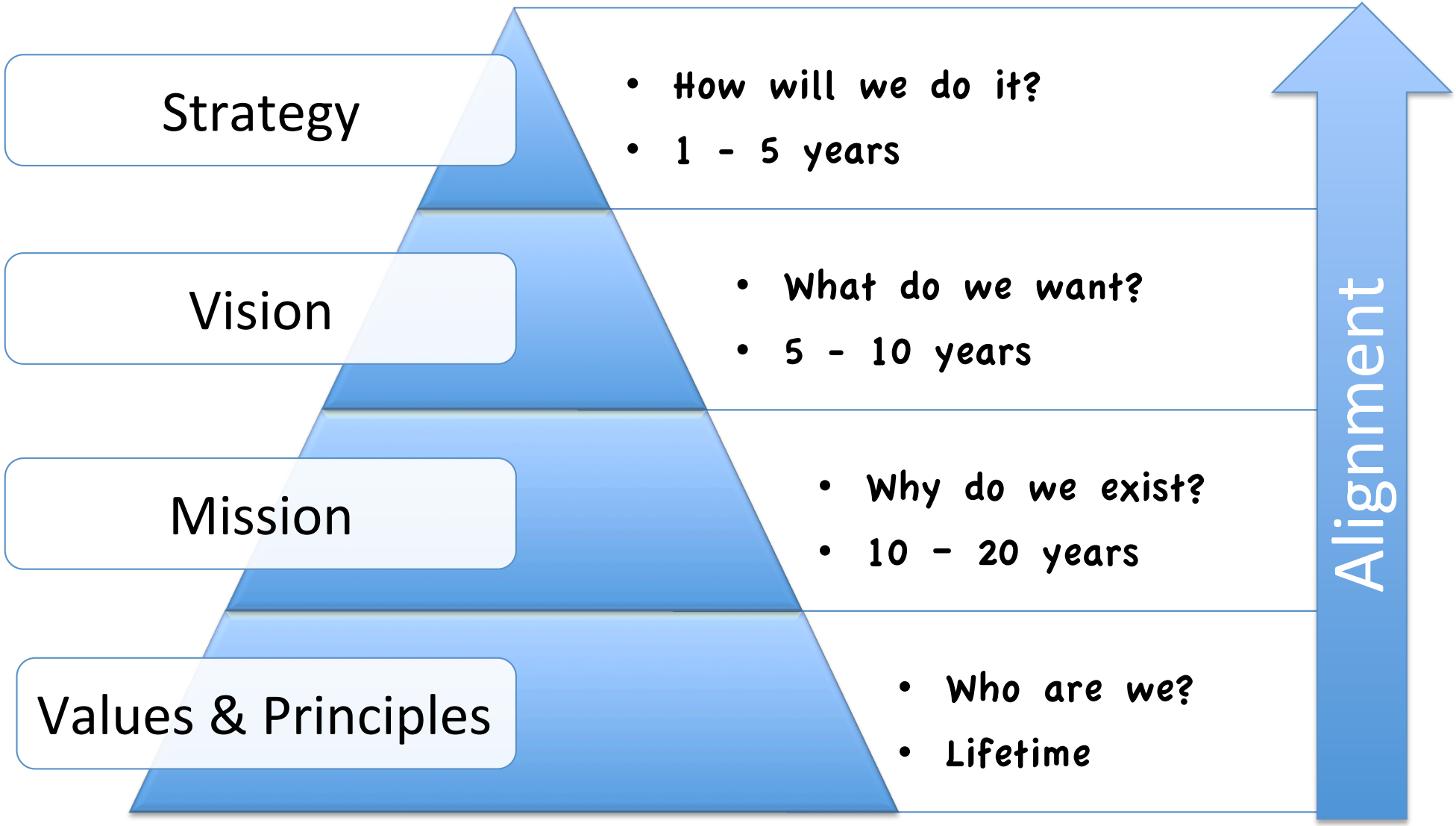
http://www.liip.ch/de/who/philosophy

The set of guiding values, principles and beliefs we call ...





http://enviableworkplace.com/company-culture/



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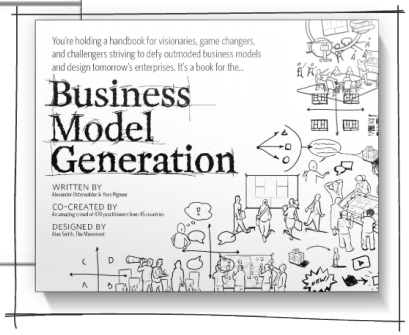
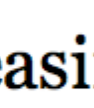
THE BUSINESS MODEL CANVAS



http://www.slideshare.net/Alex.Osterwalder/a-business-model-for-solar-energy-sunedison-3319168

http://www.businessmodelgeneration.com/canvas

Today, big issues are starting to be solved through innovative business models. We are building a community, handbook and toolbox that catalyzes the creation of effective Beyond Profit Businesses. By bringing the very best business and social innovators together to synthesize the most useful tools, stories and experiences into a galvanizing and practical product. For those who aspire to build a business that "does good" and "does well". Globally, together, online. Because  increasingly entrepreneurs around the world seek inspiration, guidance, and tools to go beyond financial profits — and we all need them to succeed.

http://businessmodelsbeyondprofit.com

Let peers rate!

http://www.peerup.ch

HANDBOOK FOR NEW EMPLOYEES

A fearless adventure
in knowing what to do
when no one's there
telling you what to do

FIRST EDITION
2012

http://www.valvesoftware.com/company/Valve_Handbook_LowRes.pdf

1. Skill Level/Technical Ability

How difficult and valuable are the kinds of problems you solve? How important/critical of a problem can you be given? Are you uniquely capable (in the company? industry?) of solving a certain class of problem, delivering a certain type of art asset, contributing to design, writing, or music, etc.?

2. Productivity/Output

How much shippable (not necessarily shipped to outside customers), valuable, finished work did you get done? Working a lot of hours is generally not related to productivity and, after a certain point, indicates inefficiency. It is more valuable if you are able to maintain a sensible work/life balance and use your time in the office efficiently, rather than working around the clock.

3. Group Contribution

How much do you contribute to studio process, hiring, integrating people into the team, improving workflow, amplifying your colleagues, or writing tools used by others? Generally, being a group contributor means that you are making a tradeoff versus an individual contribution. Stepping up and acting in a leadership role can be good for your group contribution score, but being a leader does not impart or guarantee a higher stack rank. It is just a role that people adopt from time to time.

4. Product Contribution

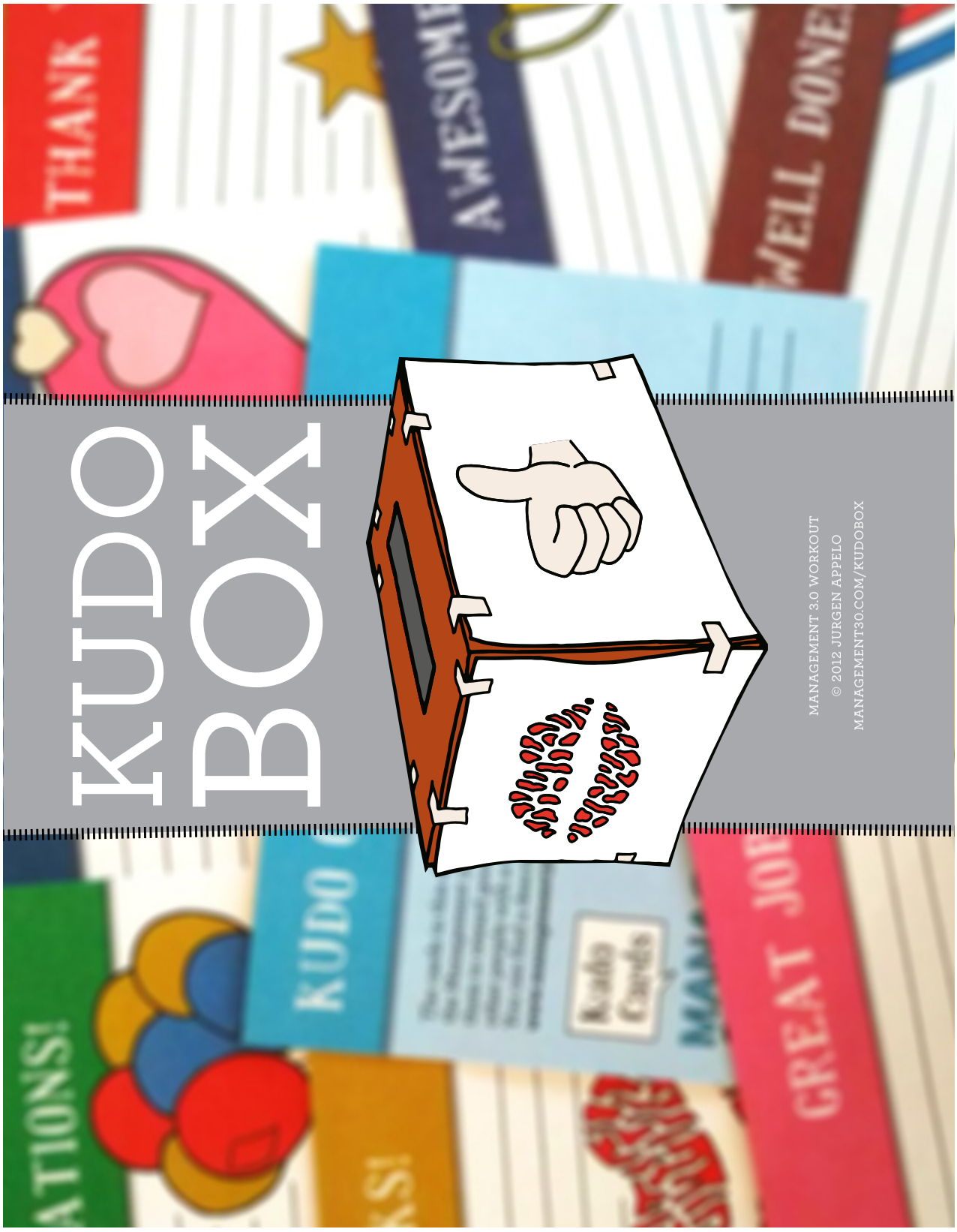
How much do you contribute at a larger scope than your core skill? How much of your work matters to the product? How much did you influence correct prioritization of work or resource trade-offs by others? Are you good at predicting how customers are going to react to decisions we're making? Things like being a good playtester or bug finder during the shipping cycle would fall into this category.

http://www.valvesoftware.com/company/Valve_Handbook_LowRes.pdf

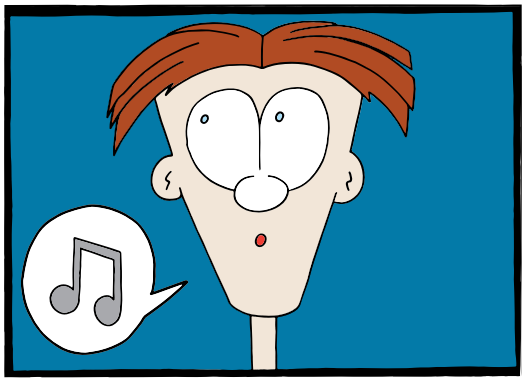
MANAGEMENT 3.0

Agile Leadership Practices

http://www.management30.com/workout/kudo-box/

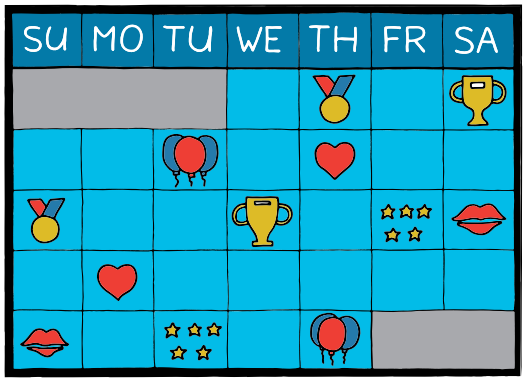


The Six Rules of Rewards



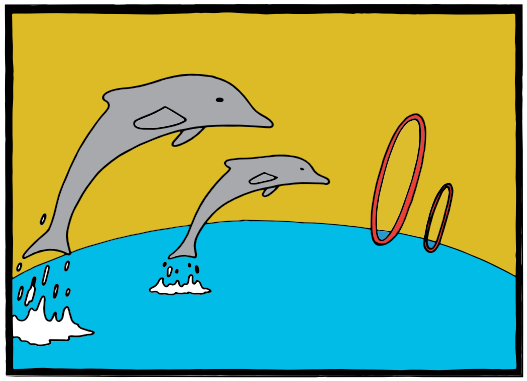
Don’t promise rewards in advance.

Keep anticipated rewards small.

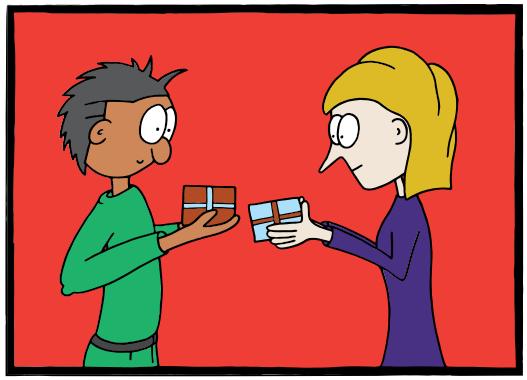


Reward continuously, not once.

Reward publicly, not privately.



Reward behavior, not outcome.



Reward peers, not subordinates.

MANAGEMENT 3.0

Agile Leadership Practices

http://www.management30.com/workout/kudo-box/

Develop Leaders from the inside!

We need craftsman!

Manifesto for Software Craftsmanship

Raising the bar.

As aspiring Software Craftsmen we are raising the bar of professional software development by practicing it and helping others learn the craft. Through this work we have come to value:

Not only working software,
but also **well-crafted software**

Not only responding to change,
but also **steadily adding value**

Not only individuals and interactions,
but also **a community of professionals**

Not only customer collaboration,
but also **productive partnerships**

That is, in pursuit of the items on the left we have found the items on the right to be indispensable.

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this statement may be freely copied in any form,

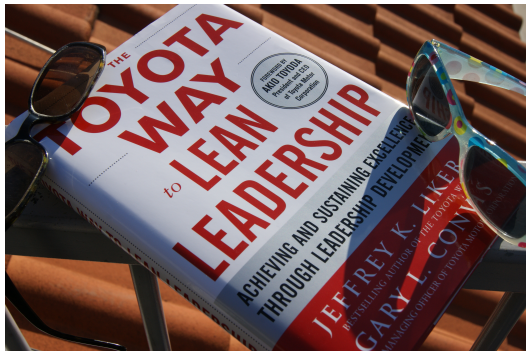
craftsman development

守破離

Shu	traditional wisdom, learning fundamentals	**apprentice**
Ha	detachment, breaking with tradition	**journeyman**
Ri	transcendence, everything is natural	**master**

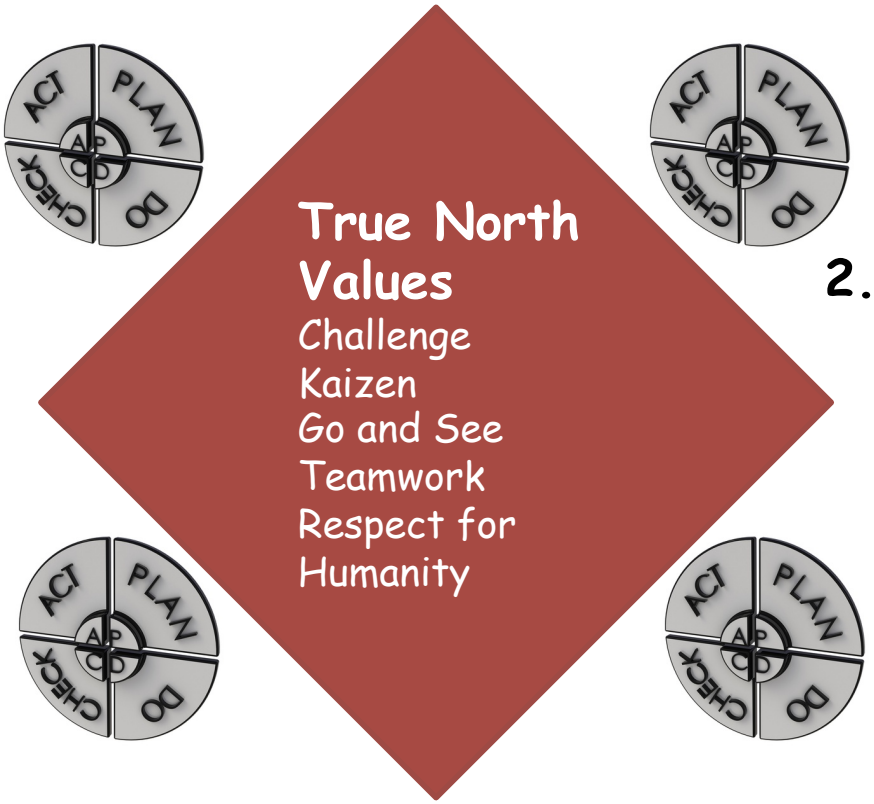
http://en.wikipedia.org/wiki/Shuhari
http://en.wikipedia.org/wiki/Master_craftsman
http://www.management30.com/workout/business-guilds/

OK, we understood that craftsmanship is important, but where are the leaders?



1. Commit to self-development

Learn to live True North values
through repeated learning cycles



2. Coach and Develop Others

See & challenge true
potential in others through
self-development
learning cycles

3. Support Daily Kaizen

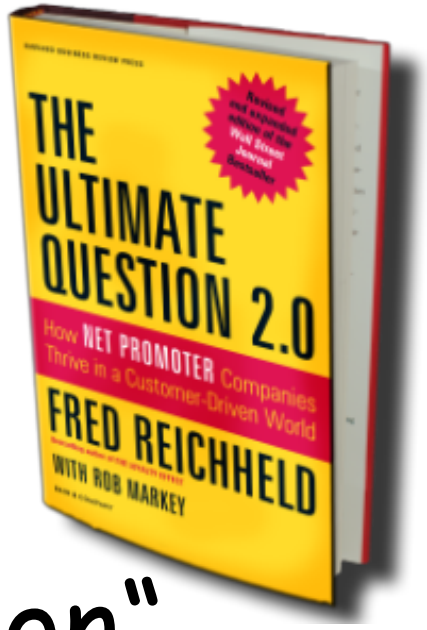
Build local capability throughout for
daily management & kaizen

4. Create Vision and Align Goals

Create True North vision
& align goals vertically
and horizontally

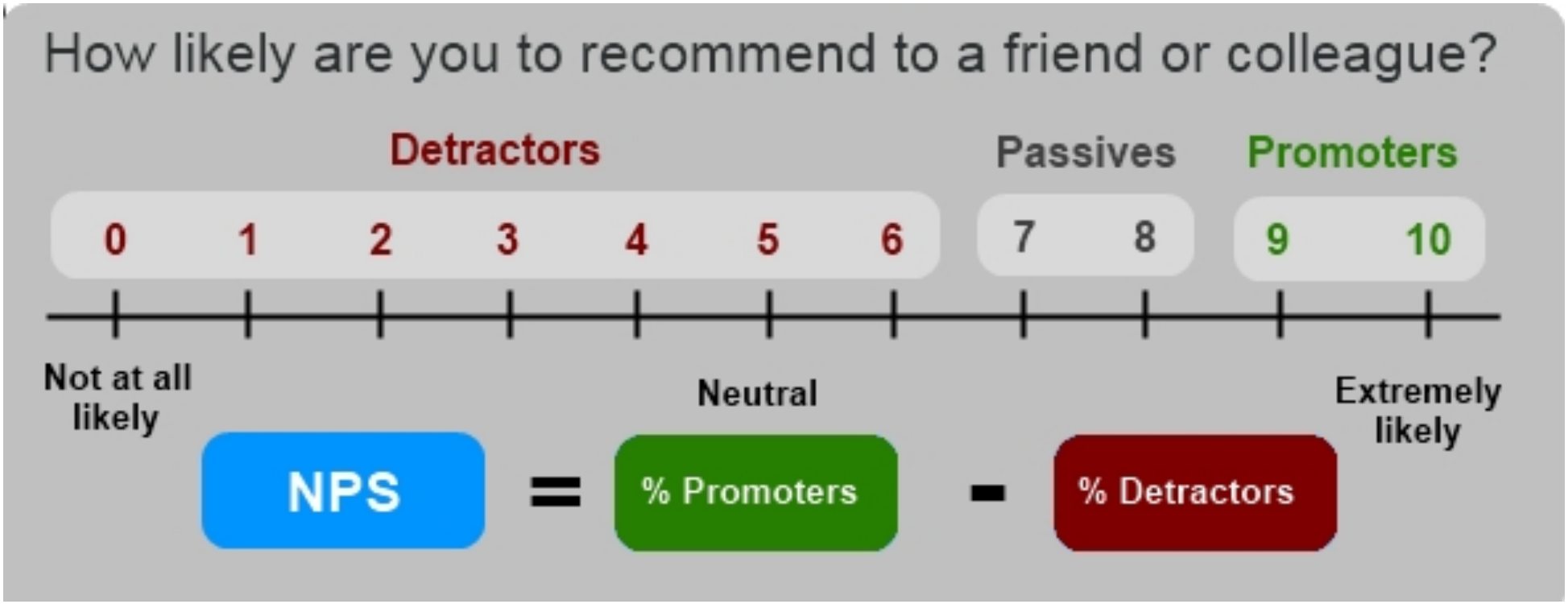
Optimize the Whole!

But how can we do this?



Ask the „Ultimate Question"

It's called the Net Promoter Score



http://en.wikipedia.org/wiki/Net_Promoter

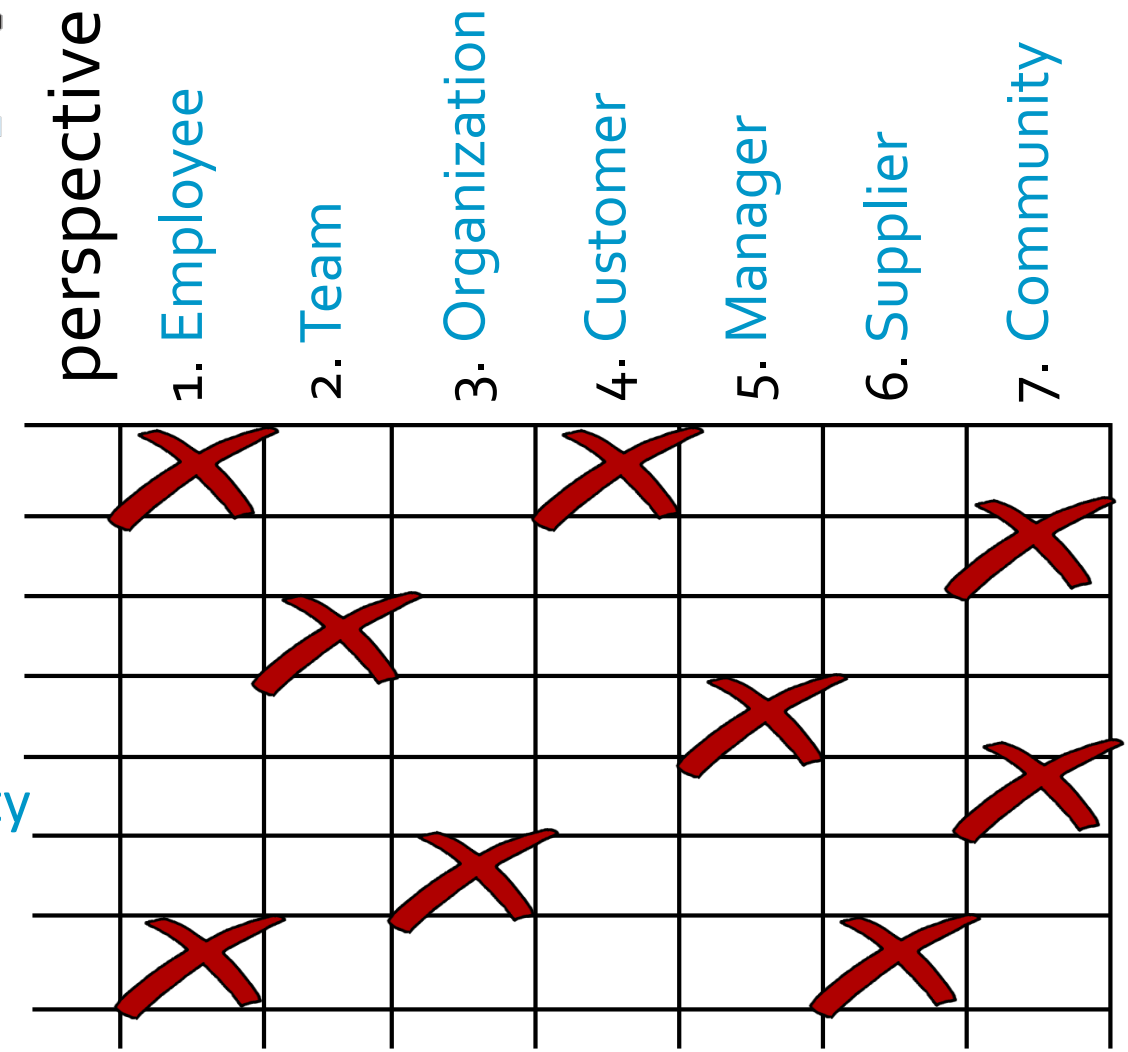
Is customer satisfaction the only KPI that measures?

Take different perspectives into account!

MANAGEMENT 3.0

Agile Leadership Practices

http://www.management30.com



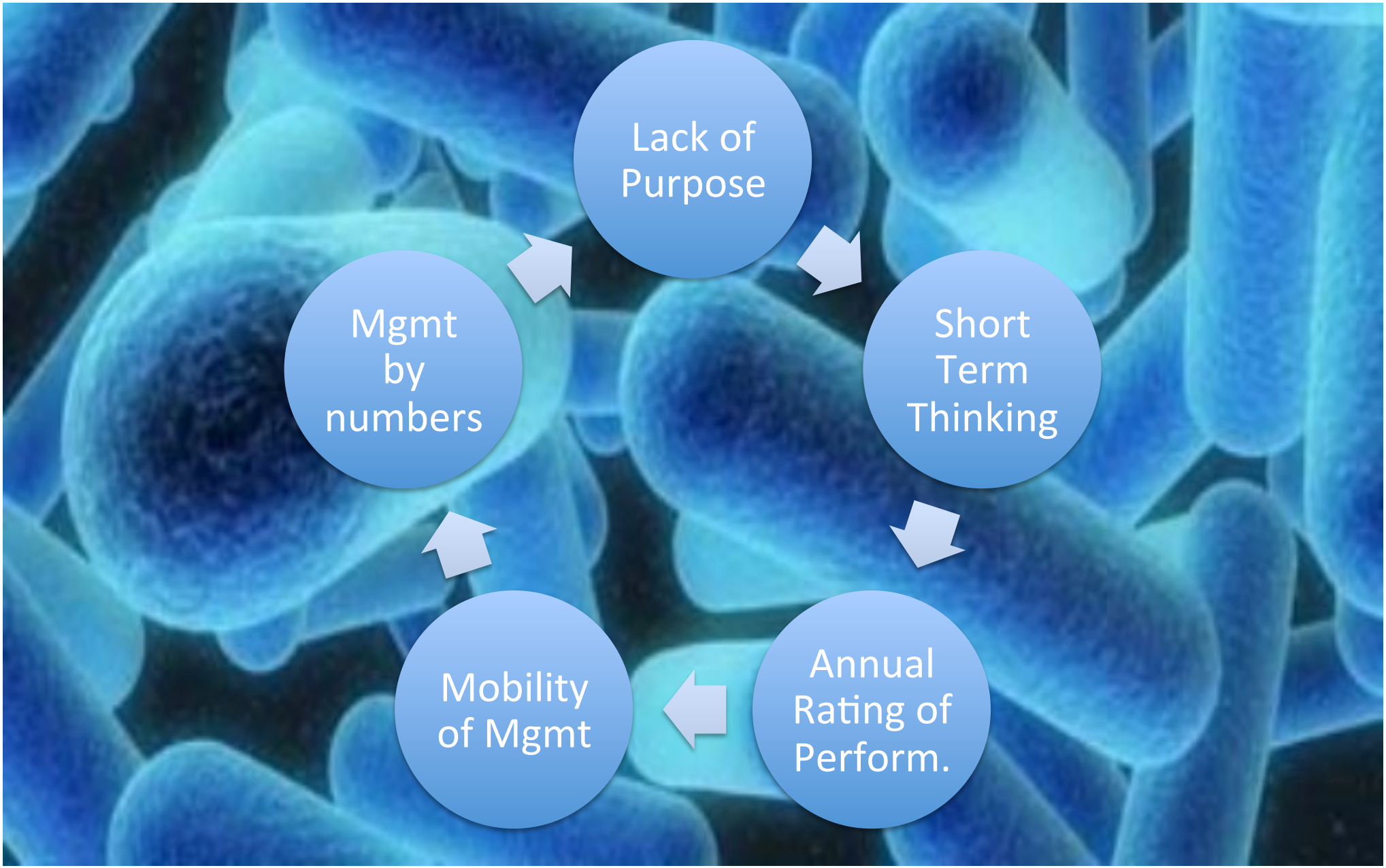
dimension

1. Time
2. Tools
3. People
4. Value
5. Functionality
6. Quality
7. Process

It's like a balanced scorecard, but 2-dimensional

Install a Management Cockpit

Tipp: Create company-wide goals!


Lack of Purpose
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Define Purpose

Align business to purpuse

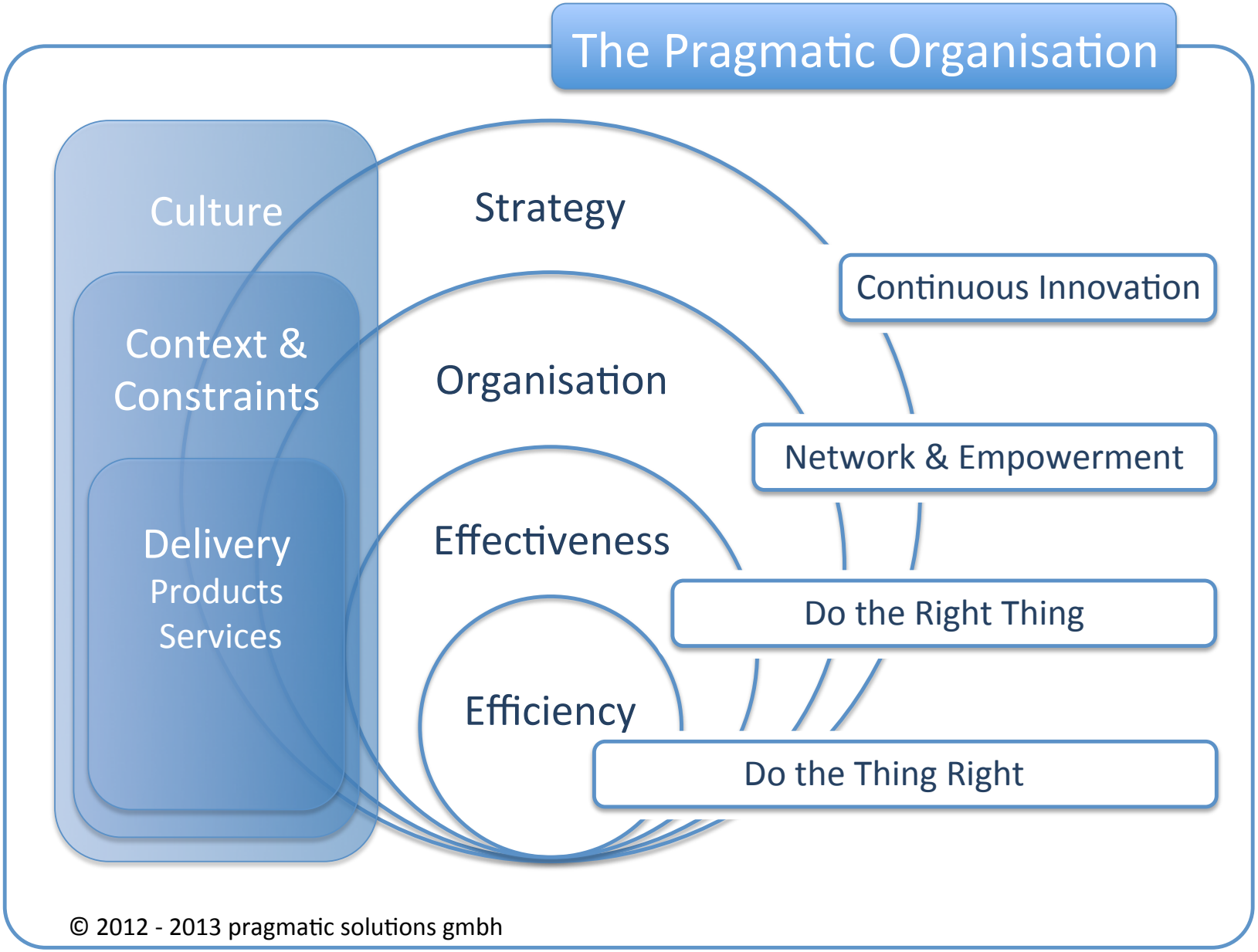
Let peers rate

Develop leaders from Inside

Optimize the Whole

Don't fall back!

I'm interested in
your stories as well!



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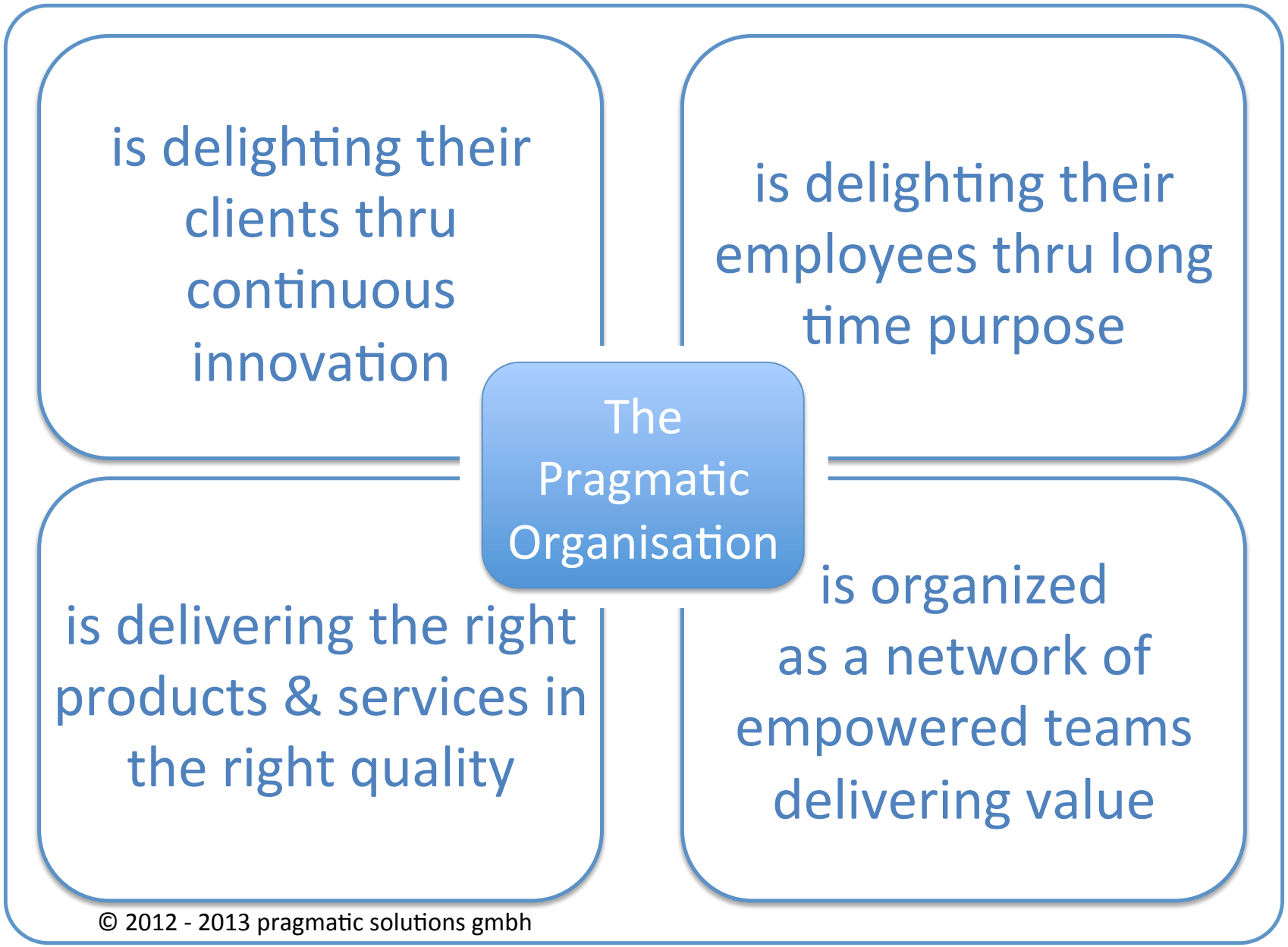

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