AGILE MANAGEMENT

WITH MANAGEMENT 3.0

BY

IOANNIS STRIKOS
BEFORE WE START

• THE SPEAKER: **JOANNIS STRIKOS**, AGILE COACH

• **PRACTICALITIES**
  - NO COMPUTERS
  - PHONES SILENT

• NO RECORDING

PLEASE FEEL FREE TO POST YOUR QUESTIONS AND GIVE FEEDBACK AT

• EVENT# K307

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WHAT YOU CAN EXPECT TODAY

INTRODUCTION

EDUCATION

INSPIRATION
THE QUESTION

Agile Management? Is there such a thing as Agile Management?
1. Replace working by “rule of thumb”. Use a scientific method to determine the most efficient way to perform specific tasks.

2. Rather than simply assign workers to just any job, match workers to their jobs based on capability and motivation, and train them to work at maximum efficiency.

3. Monitor worker performance, and provide instructions and supervision to ensure that they're using the most efficient ways of working.

4. Allocate the work between managers and workers so that the managers spend their time planning and training, allowing the workers to perform their tasks efficiently.
There is no question that the cost of production is lowered by separating the work of planning and the brain work as much as possible from the manual labor.
We need another way of management

We are aware that business has become terribly complex. Survival is very uncertain.

Therefore, a company must have the constant commitment of the minds of all of its employees to survive.

For us, management is the entire workforce's intellectual commitment at the service of the company.

Konosuke Matsushita
To many Japanese, he is known as "the god of management"

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Unhappy Workers Cost the U.S. Up to $550 Billion a Year

Infographic

Catherine Clifford
Senior Entrepreneurship Writer at CNBC

The likelihood of job turnover at an organization with people oriented culture is a mere 13.9 percent, whereas the probability of job turnover in poor company cultures is 48.4 percent.

Columbia University study
WHAT IS A GOOD MANAGEMENT PRACTICE?

People First!

And do not forget:

Customers are also people.
“There isn’t any law that prevents large organizations from being engaging, innovative and adaptable - and mostly bureaucracy free.”
In 2010, **Management 3.0** started first as a best-selling agile **Management** book by leadership guru **Jurgen Appelo**
MANAGEMENT 3.0

How to manage knowing that only teams can solve complex problems, and how to focus on adaptability over predictability.
MANAGEMENT 3.0
OUR FOCUS TODAY

- COMPLEXITY THINKING
- EMPOWER TEAMS
- MANAGEMENT & LEADERSHIP
- ALIGN CONSTRAINTS
- ENERGIZE PEOPLE
- DEVELOP COMPETENCE
- GROW STRUCTURE
- IMPROVE EVERYTHING

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COMPLEX SYSTEMS

The whole is more than the sum of its parts
Aristotle

The challenge:
How to make decisions in a complex environment
EXAMPLE: SOCIAL GROUPS ARE COMPLEX SYSTEMS
You cannot predict the future, but you can create it.

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Peter Drucker

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DO NOT MANAGE PEOPLE, MANAGE THE SYSTEM
EXAMPLE: CONFLICT BETWEEN PEOPLE GROWTH AND ORGANIZATIONAL GOALS

Monetary Reward

Perception of success

Monetary growth

Establish roles, processes, Assign tasks

Achieve business goals

Productivity

Engagement, Motivation

Grow people

Challenge Status Quo

delay

What would you do/change?
WHAT TO DO TO MANAGE THE SYSTEM

- EDUCATE YOURSELF
- HAVE A VISION
- DO NOT TRY TO FIND FINAL SOLUTIONS
- EXPERIMENT MORE
- FOCUS ON PEOPLE GROWTH
- MAKE DECISIONS COLLABORATIVELY
- APPLY SYSTEM THINKING
- EVALUATE YOUR DECISIONS IN VERY SHORT ITERATIONS
- LEARN AND ADAPT
- GET FEEDBACK MORE THAN GIVING FEEDBACK
- PLAN THE NEXT EXPERIMENT
MANAGEMENT 3.0
WHERE ARE WE?

• COMPLEXITY THINKING
• EMPOWER TEAMS
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AGILE MANAGER - LEADS 1ST & MANAGES 2ND

“TRADITIONAL MANAGEMENT IS NO LONGER ENOUGH — TO SUCCEED, COMPANIES MUST BE ABLE TO ADAPT TO CHANGE. LEADERSHIP, THEN, IS ABOUT LEARNING HOW TO COPE WITH RAPID CHANGE.” – JOHN KOTTER, 'WHAT LEADERS REALLY DO', HARVARD BUSINESS REVIEW (MAY/JUNE 1990).

LEADERS WORK ON THE CULTURE OF THE ORGANIZATION, CREATING IT OR CHANGING IT. MANAGERS WORK WITHIN THE CULTURE OF THE ORGANIZATION.” – EDGAR H. SHEIN, "ORGANIZATIONAL CULTURE" IN J. THOMAS WREN, ED. THE LEADER’S COMPANION.
EMPOWERMENT IS NOT DELEGATION

- Support people in RISK TAKING
- Support people in GROWING
- Support a CULTURAL CHANGE
WHICH CULTURAL CHANGE DO I SUPPORT?

- **Support people to grow to take ownership and to collaborate for success**
“One does not ‘manage’ people. The task is to lead people. And the goal is to make productive the specific strengths and knowledge of every individual.”

- Peter Drucker
HOW TO EMPOWER?

- Learn how to be a servant leader
- Trust first in order to be trusted
HOW CAN I LEARN TO TRUST?

- **Main motivation:** You reach your goals of employee engagement and loyalty
- **Stay critical:** You are right about everything but only partially
- **Face your fears:** Develop your personality
- **Laugh about mistakes and learn**
- **Get a coach, or even better, a therapist**
MANAGEMENT 3.0 - MY BIG PICTURE

Create purpose

Support people in growth and mindset change

Empower Teams

Empower people in risk taking

Self organize around value

Support people in risk taking

Align constraints

Improve everything

Innovation

Adaptive to change

Energize people

Support people in growth

Create purpose
MANAGEMENT 3.0
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management30.com
ALIGN CONSTRAINTS
ALIGNING CONSTRAINTS

People first / Trust Level

- Give real customer problems to the team to solve & connect them to company’s strategy
- Team develops its own goals based on company’s strategy
- Team develops it’s strategy to fulfill company’s mission

Agile maturity / Autonomy level

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WHAT CONSTRAINTS TO ALIGN

• Provide a shared goal to fly to the same DIRECTION

• Allow room for CONFLICTS and help people not to bump too hard on each other

• Create PSYCHOLOGICAL SAFETY for people to stay in the group.
DONE FOR TODAY?

- COMPLEXITY THINKING
- EMPOWER TEAMS
- MANAGEMENT & LEADERSHIP
- ALIGN CONSTRAINTS
- ENERGIZE PEOPLE
- DEVELOP COMPETENCE
- GROW STRUCTURE
- IMPROVE EVERYTHING
MANAGEMENT 3.0 & SERVANT LEADERSHIP

A SERVANT LEADER PUTS THE GROWTH OF THE PEOPLE BEFORE HIS OWN INTERESTS.
A SERVANT LEADER SERVES FIRST, LEADS SECOND.
AGILE MANAGEMENT IS THE MANAGEMENT OF THE SYSTEM AND NOT OF THE PEOPLE
DO AGILE TEAMS NEED A MANAGER

DID WE ANSWER THIS QUESTION?

AGILE TEAMS DO NOT NEED A MANAGER. THEY NEED ONE OR MORE SERVANT LEADERS.
THANK YOU

BIG JOURNEYS BEGIN WITH SMALL STEPS

Contact: Ioannis@strikos.com
LinkedIn.com/in/strikos/

Please provide feedback:
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