



AGILE MANAGEMENT: HOW DOES IT WORK?

The manager is dead, long live the manager.

Boris Gloger

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The traditional manager is a burden for a company—this is what Gary Hamel, “one of the world’s most influential and iconoclastic business thinkers” (1), wrote in his 2011 article “First let’s fire all the Managers” (2). Management is too costly. As such, feeling vilified and doubted, many middle managers go on the defensive and try to prove that they *are* needed and that corporate bureaucracy needs to remain exactly as it is.

However, it cannot be the solution to simply fire all managers. Especially the much-vaunted concept of “new work”, agile ways of working, cannot make do without process management—the latter simply takes a different form. Managers become hosts who use reflexive processes to support their colleagues in becoming even more productive, solving conflicts themselves, and prospering by doing meaningful work. Therefore, what *does* change is the manager’s (host’s) work and their image of themselves: “who am I as manager?”

Relevant tools help managers develop this new image of themselves, which is why Boris Gloger also addresses the role of task boards and retrospectives as tools for visual and reflexive management in this lecture. What is even more important, though, is the underlying mindset: as a manager, what do I need to understand? One tip up front: most of all, it will be about taking people seriously and bearing with their fears.

Boris will share his own experience from building a completely agile consulting company, in which everyone is a manager and Boris’ tasks as the CEO diminish a little more each day.

Sources:

(1) <http://www.garyhamel.com/about>

(2) <https://hbr.org/2011/12/first-lets-fire-all-the-managers>

ABOUT BORIS

Boris Gloger is a German Scrum pioneer and opinion leader for new forms of working. With his management corporate consultancy borisgloger consulting, he not only supports DAX® and ATX companies with agile organization management, but also drives new ways of working in his own company’s daily business. In 2002 he successfully led his first Scrum team at the Austrian ONE (later called Orange Austria Telecommunication). From that point on, he has been playing a leading role in establishing Scrum as the standard in agile software development in Europe, South Africa and in Brazil.

He is the author of several specialist books on the topics of agility and Scrum and has educated more than 5000 managers and teams in Scrum until today. As the first certified Scrum Trainer in Germany, he has been passionate for that framework for almost two decades.

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