AGILE GURGAON 2016

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The Leela Ambience Hotel, Gurgaon
www.agilegurgaon.com

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Sr. Manager- Software Development at Accretive Health

14+ years of experience on **software product development**, **development and support (web/desktop applications), onsite client interaction, global program/project management, strategy, planning** with reputed organizations.

Currently leading RCM (**Revenue Cycle Management- Healthcare Domain**) technology end to end product development and application support and development, handling multiple agile teams while managing business and stakeholders expectation , defining strategy and planning ,execution, monitoring/tracking, scope management, risk management, implementation, building and managing various processes, people/resource management and optimizing business value.

Competencies: Setting up Global Delivery Model (India/US) , Project /Program Management , Technology Development (MS) , Strategy & Planning, Metrics and Reports Management

Companies Worked For : HCL Tech, Saber Corp (EDS) , PepsiCo , Ritika Ltd**.**

Family: Married and have **2 kids** (**Siya Jain** (8 yrs) and **Aryan Jain** (4 yrs))

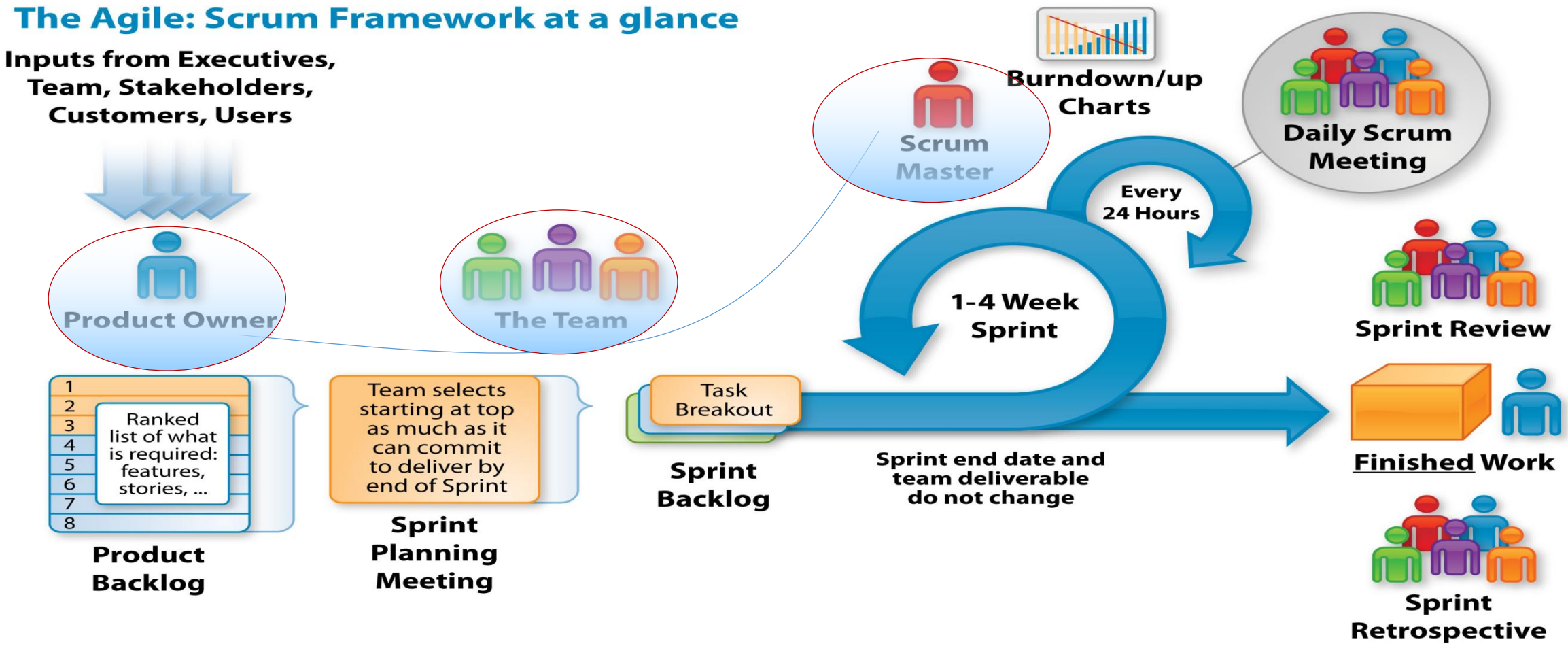
Agile Role Conflicts and Confusions

27-05-2016

To Be Covered

- Agile Scrum Framework and Roles
- Scaled Agile Framework and Roles
- Practical Framework and Roles
- Impact of Practical Framework
- Recommendation/Suggestion

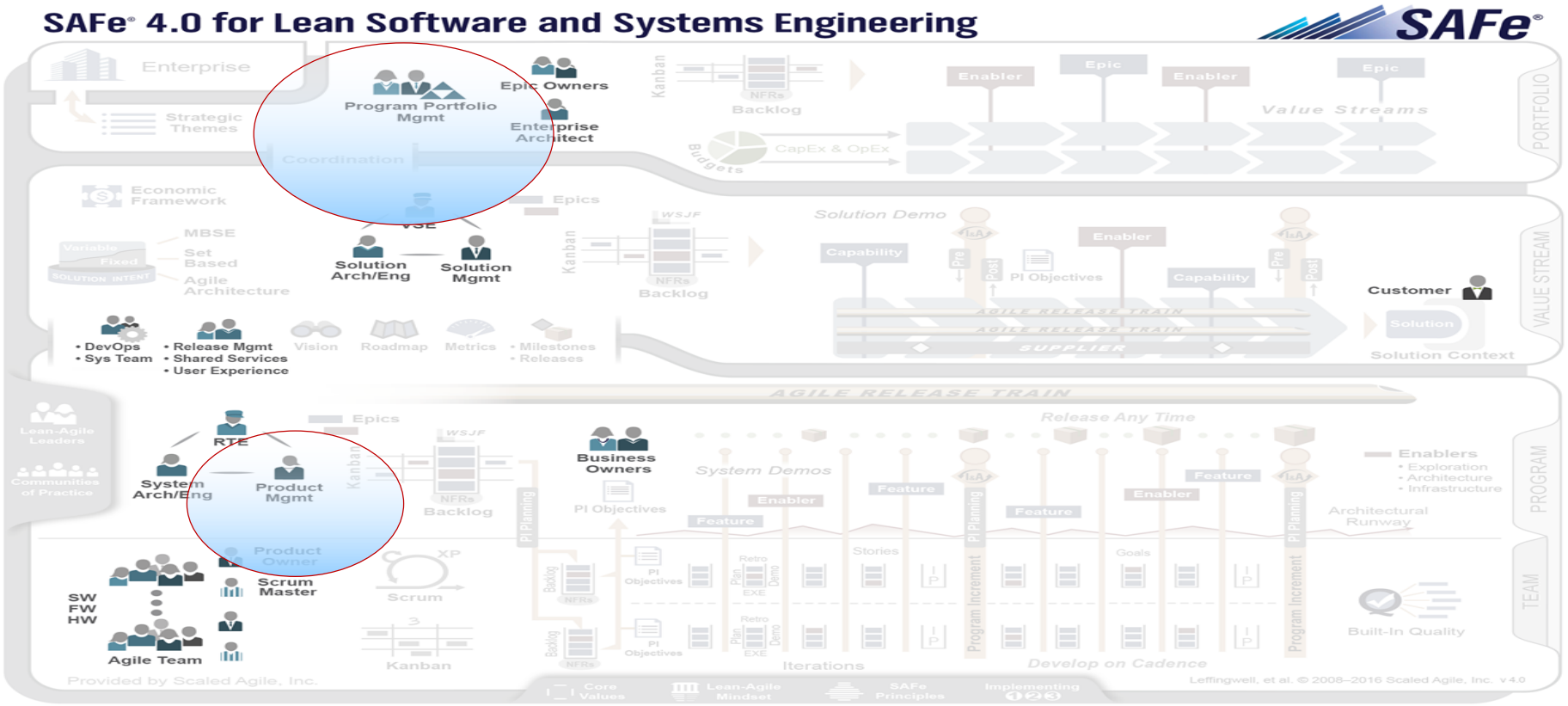
Agile Scrum Framework



3 Major Key Roles: Product Owner, Scrum Master and Development Team

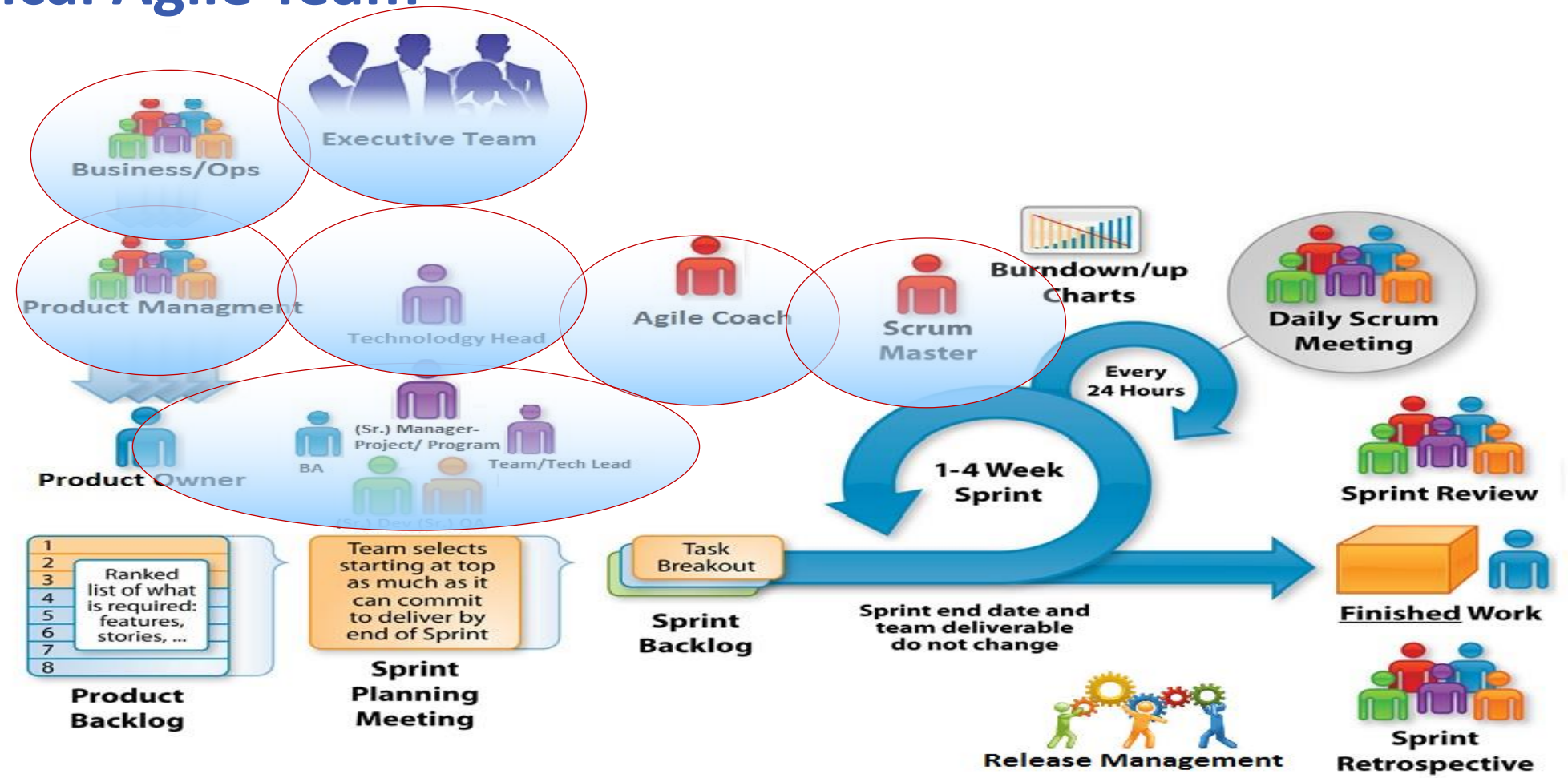
No Explicit Project Manager/Management Role

Scaled Agile Framework



2 Major Roles Introduced : Program and Portfolio Management
Which means Product Manager under Product Management
Manager under Program/Portfolio Managements

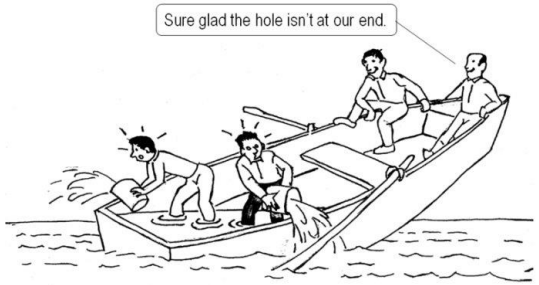
Practical Agile Team



Practical Scrum Team Composition: Manager, Team /Tech Lead, BA , Product Owner, Scrum Master, QA and Dev
+ Other Influential Roles: Agile Coach , Product Management , Business , technology head and Executive Team

Lack of ownership, accountability and role clarity

- **Individuals putting no efforts, make others frustrate /demotivate**

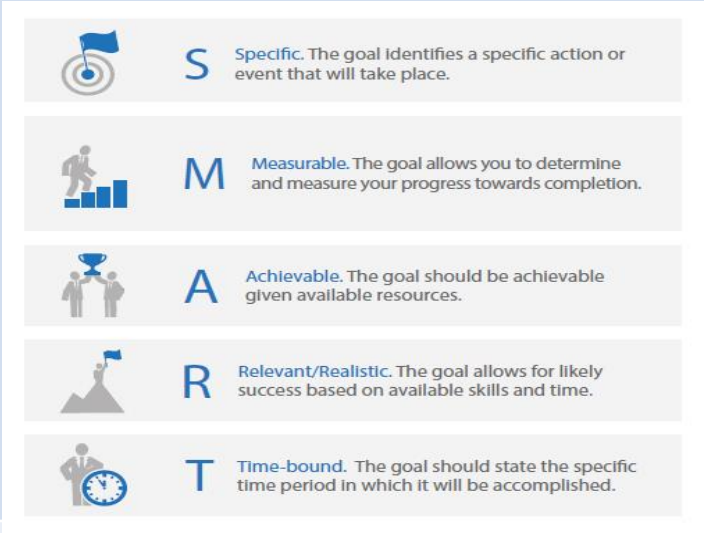
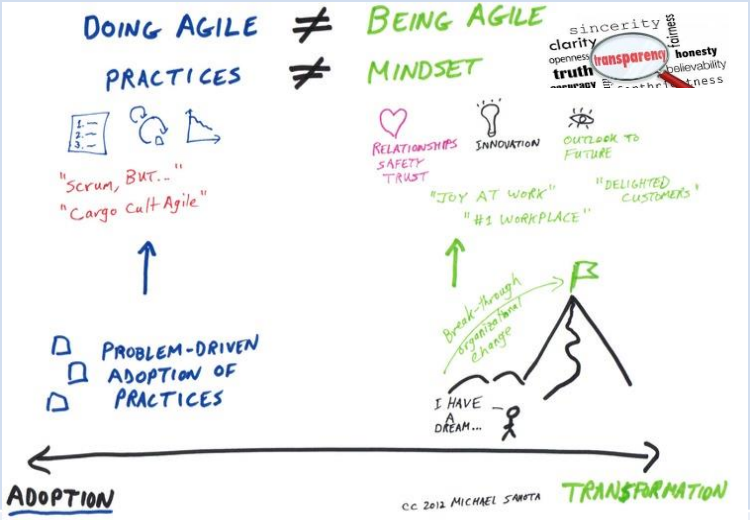
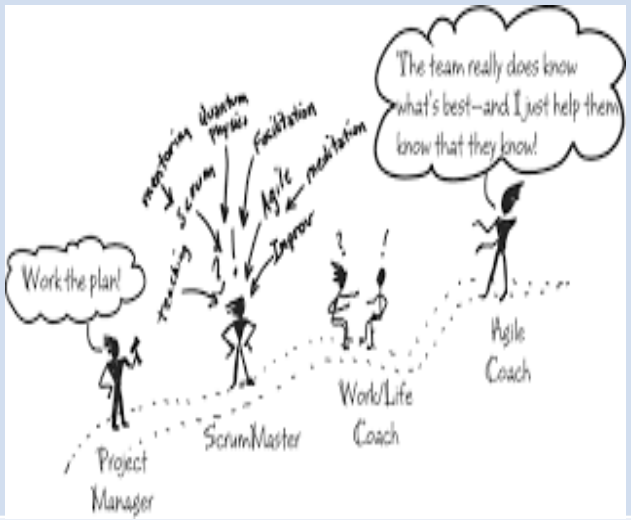


- **Create environment of blame and finger pointing**

- **Individuals make excuses to avoid responsibility, makes other responsible**

Result: Role Conflicts and Confusions

Recommendation/ Suggestion

Goal Setting /Expectation Management	Organization Culture	Coaching
		
Remove Conflicts (Helps Reduce Overlapping , Ambiguity and Set Clear Expectation)	**Change in Mindset** (Use of Agile Language , Supportive Env, Agile Matrices, Career Growth, Encourage New Collaborative Practices , , Empower and Engage, Bring Transparency in Roles)	**Clear Confusion** (Helps Remove Role Interpretation and bring clarity such as Scrum Master is not a manager , Manager becomes Agile Manager)

Conclusion: Every role is important in an organization as far they are clear, adds value to organization, given empowerment, distinct with minimum role overlapping and ambiguity, and has crystal clear expectation and role clarity.

Thanks

Scrum Master: ???

- They are People Manager /Project Manager because they are people coach
- Top management does not understand Agile as they keep asking metrics reports from team.
- Manager /Leads does not support SM's

"Team leads/Managers are not supporting us in terms of empowering teams, talking to team, allowing SM to do people involvements, people engagement and let's allow team to do whatever they want to do. Management does not understand agile, current mindset is not agile mindset. My role is misunderstood, I don't have power to play role and people are not respecting my role"

Team Lead: ???

- They are People Manager because of reporting structure, engagement/motivation part of key role
- Scrum Master does not add any value except just arranging call on the name of facilitation
- Why Manager ask metrics /report /PPT from us

"We are not clear what value Scrum Master is adding other than just arranging meetings / phone calls. They are not removing impediments, not involved with PO's, not taking a stand to talk to team about problems when there is a process breach, hiding team's misses and mistakes, meeting with teams directly without leaders and they are not involved in story level estimations"

Scrum Team :???

- They are self organized/self sustained
- They don't need any manager

Agile Coach: ???

- Success and failure belong to team
- They are the people coach

Scrum Guide: ???

- Project failure or success accountability belongs to product owners, teams and scrum master and nothing mentioned about manager.

Top Management/HR: ???

- Manager is culprit in case of attrition / project failure /success
- What people are doing ? What is productivity? Where is metrics ?

Manager: ???

- [illegible]

[illegible]

Result : Role Conflicts and Confusions