



IL BUONO, IL BRUTTO, IL CATTIVO

Scrum, alle prese con le dinamiche di team

**ACUTE FROG
CONSULTING**



LEADER IN THE FROG CONSULTING



MANAGEMENT FADS 1950 '60 '70

Decade	Buzzword / Fashion	Idea
1950s	Computerisation	Encouraging managers to create and control entrepreneurial projects within the corporation
	Theory Z	Giving people more say in their work so that they will produce more
	Quantitative Management	Running an organisation by the numbers
	Diversification	Countering ups and downs in the business cycle by buying other businesses
	Management by Objectives	Setting managerial goals through negotiation
1960s	T-Groups	Teaching managers interpersonal sensitivity by outing them in encounter seminars
	Centralisation / Decentralisation	Letting headquarters make the decisions/letting middle managers make the decision
	Matrix Management	Assigning managers to different groups according to the task
	Conglomeration	Setting managerial goals through negotiation
	Managerial Grid	Countering ups and downs in the business cycle by buying other businesses
1970s	Zero-based budgeting	Encouraging managers to create and control entrepreneurial projects within the corporation
	Experience Curve	Giving people more say in their work so that they will produce more
	Portfolio Management	Running an organisation by the numbers

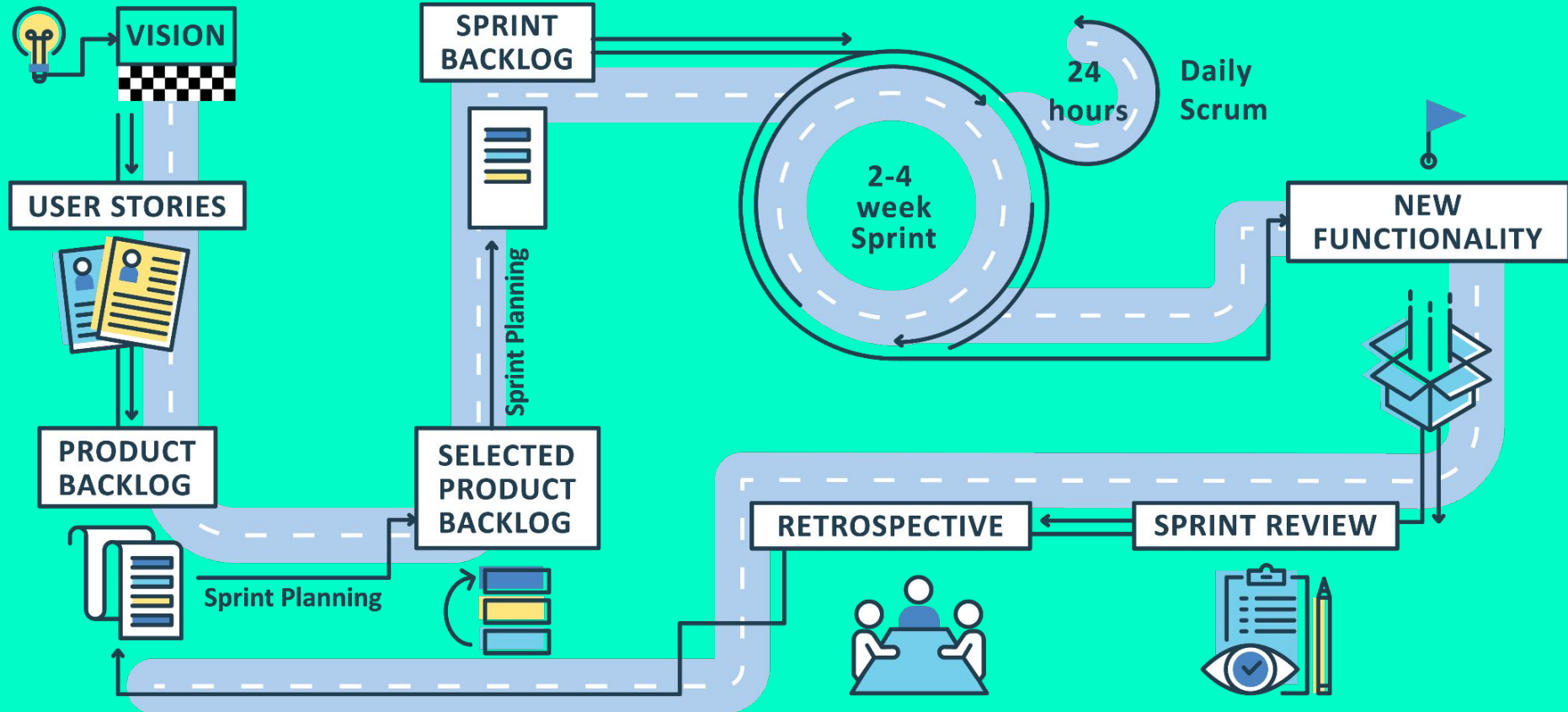
MANAGEMENT FADS 1980 '90

Decade	Buzzword / Fashion	Idea
1980s	Theory Z	Adopting such techniques as quality circles and job enrichment
	Intrapreneuring	Encouraging managers to create and control entrepreneurial projects within the corporation
	Demassing	Trimming the workforce and demoting managers
	Restructuring	Getting rid of lines of business that aren't performing, often while taking on considerable debt
	Corporate Culture	Defining an organisation's style in terms of its values, goals, rituals, and heroes
	One-minute Management	Balancing praise and criticism of workers in 60-second conferences
	Management by Walking Around	Leaving the office to visit work stations instead of relying on written reports for information
1990s	TQM Manager (Total Quality Manager)	Concentrating on producing high quality (no reject) products and services
	Re-engineering	Restructuring the organisation from scratch, based on an understanding of function
	De-layering / "Rightsizing"	Cutting out levels of middle management to produce flatter organisations
	Empowerment	Pushing down responsibility to lower levels in the organisation

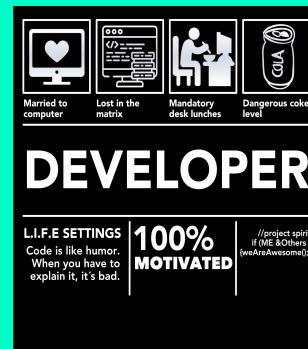
E ADESSO?

What's Hot	What's Not
• Engagement	• Business Re-engineering
• Intrinsic Motivation	• Empowerment
• Leadership Derailment	• Total Quality Management
• Women in Management	• The Learning Organisation
• Outsourcing	• Benchmarking
• Heterogeneous Teams and Team working	• Balanced Score Card

IT framework SCRUM



I ruoli scrum



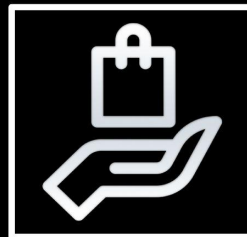
I ruoli scrum



The boss of the product



Keeping the stakeholders under control



Brings value to the customer and company



Working with the squad

PRODUCT OWNER

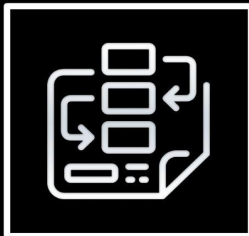
L.I.F.E SETTINGS

1. Have we built a viable thing?
2. Are we building the thing right?
3. What is the right thing?

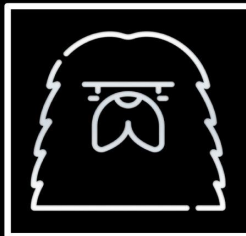
100%
product
oriented

```
//project spirit  
if (ME &Others )  
{weAreAwesome();}
```


I ruoli scrum



Keeping the
process under
control



Act as a
sheepdog



Impediment
remover



Miracle worker

SCRUM MASTER

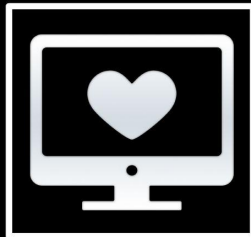
L.I.F.E SETTINGS

My job is like riding a bike, but
is the bike on fire,
you're on fire
everything is on fire and
you are in hell

100%
magician

```
//project spirit  
if (ME &Others )  
{weAreAwesome();}
```

I ruoli scrum



Married to
computer



Lost in the
matrix



Mandatory
desk lunches



Dangerous coke
level

DEVELOPER

L.I.F.E SETTINGS

Code is like humor.
When you have to
explain it, it's bad.

100%
MOTIVATED

```
//project spirit  
if (ME &Others )  
{weAreAwesome();}
```

Struttura dei ruoli belbin

Action-oriented Roles



Shaper



Implementer



Completer Finisher

Social-oriented Roles



Co-ordinator



Teamworker



Resource Investigator

Thinking Roles



Plant



Specialist



Monitor Evaluator

Ruoli belbin nel gruppo

Cluster	Ruoli di Belbin	Punti di forza	Accettabili carenze
<i>Pensiero</i>	<u>Plant</u> 	Creativo, immaginativo, poco ortodosso. Risolve problemi complessi.	Ignora il bisogno di ulteriori risorse. Troppo preoccupato di comunicare efficacemente.
	<u>Specialist</u> 	Risoluto, motivato, focalizzato. Fornisce conoscenza e capacità su contenuti specifici.	Contribuisce su un ambito ristretto e si sofferma sugli aspetti più tecnici.
	<u>Monitor Evaluator</u> 	Equilibrato, con visione strategico, perspicace. Considera tutte le opzioni e valuta accuratamente.	Poco propenso a guidare e ispirare gli altri.
<i>Azione</i>	<u>Implementer</u> 	Disciplinato, affidabile, conservativo ed efficiente. Traduce le idee in azioni pratiche.	Piuttosto rigido, lento nel rispondere a nuove possibilità.
	<u>Shaper</u> 	Sfidante, dinamico, rende sotto pressione. Guida e sprona a superare gli ostacoli.	Tende a essere provocatorio. Può risultare offensivo per gli altri.
	<u>Completer Finisher</u> 	Accurato, coscienzioso e spesso ansioso. Ricerca errori e omissioni. Puntuale.	Incline a preoccuparti eccessivamente. Riluttante a delegare.
<i>Persone</i>	<u>Teamworker</u> 	Cooperativo, pacato, sensibile, diplomatico. Ascolta, collabora e evita conflitti.	Indeciso in situazioni di crisi e tensione.
	<u>Coordinator</u> 	Maturo, sicuro di sé. Chiarisce gli obiettivi, promuove la presa di decisione, delega efficacemente.	Può essere spesso considerato manipolativo, sottolinea l'aspetto personale nel compito.
	<u>Resource investigator</u> 	Estroverso, entusiasta, comunicativo. Esplora le opportunità e sviluppa contatti.	Eccessivamente ottimista. Tende a perdere l'entusiasmo a lavoro iniziato.

Ruoli belbin nel ciclo di vita del progetto

Identify goals



Shaper



Co-ordinator

Ideas



Plant



Resource Investigator

Plans



Monitor Evaluator



Specialist

Contacts



Resource Investigator



Teamworker

Organisation



Implementer



Co-ordinator

Follow through



Completer Finisher



Implementer