

The Future of Modern Management In the Era of AI



<http://less.works>

Sourced from: <https://less.works/resources/graphics/index.html>

Gene Gendel

Gene Gendel is an organizational design specialist, agile/lean coach and trainer, consultant and adviser to senior leadership. Almost 15 of 20+ years of his professional experience – Gene dedicated to working with companies of various sizes and lines of business, trying to help them improve internal dynamics, organizational structure and and becoming a better place to work. Gene engages at all organizational levels: senior- and mid-level management, teams and individuals. In his work, Gene uses various methods, tools and techniques to amplify learning by others and to ensure that people gain autonomy after Gene “coaches himself out of the job”.

Gene is **Certified Agile Coach (CAC)**, by **Scrum Alliance** – small elite community of Scrum Alliance Certified Enterprise Coaches (CEC). Today, he is the only CEC who resides in NY State. Gene is also one of the co-creators of Team Level Coaching Certifications (CTC) program for Scrum Alliance.

Gene is also one of very few Certified LeSS Trainers (CLT) that are based in the United States.

He is also well-recognized blogger and publisher. He is the author of Adaptive Ecosystems: Collection of Independent Essays About Agility and co-author of:

- Agile Coaching: Wisdom from Practitioners (free pdf).
- Best Agile Articles of 2017 and 2018



Gene significantly contributes to global and local agile communities, where he influences people by running workshops, webinars, seminars, panel discussions, lunch & learn, coaching retreats, professional gatherings and other events. While teaching and coaching Large Scale Scrum (LeSS) to organizations, Gene has built the biggest in world (today) LeSS meetup community that is used as a free educational hub about LeSS available to many people.

Management in LeSS



Konosuke Matsushita (1)

"We will win and you will lose. You cannot do anything about it because your failure is an internal disease. Your companies are based on Taylor's principles. Worse, your heads are Taylorized, too. You firmly believe that sound management means executives on one side and workers on the other, on one side men who think and on the other side men who can only work. For you, management is the art of smoothly transferring the executives' ideas to the workers' hands."



Panasonic Founder

9

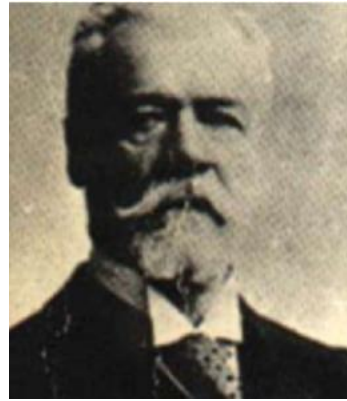
Sourced from: <https://www.keystepstosuccess.com/agile-anti-patterns-with-irony-and-satire/>

Management in LeSS



"Work consists mainly of simple, not particularly interesting, tasks. The only way to get people to do them is to incentivize them properly and monitor them carefully."

– Frederick Winslow Taylor



Henri Fayol was a French mining engineer, mining executive, author and director of mines who developed a general theory of business administration that is often called Fayolism. He and his colleagues developed this theory independently of scientific management but roughly contemporaneously.



Douglas McGregor

'Theory X'

Management

Theory X - authoritarian, repressive style, tight control, no development, produces limited, depressed culture

↓
↓
↓
↓
↓
staff

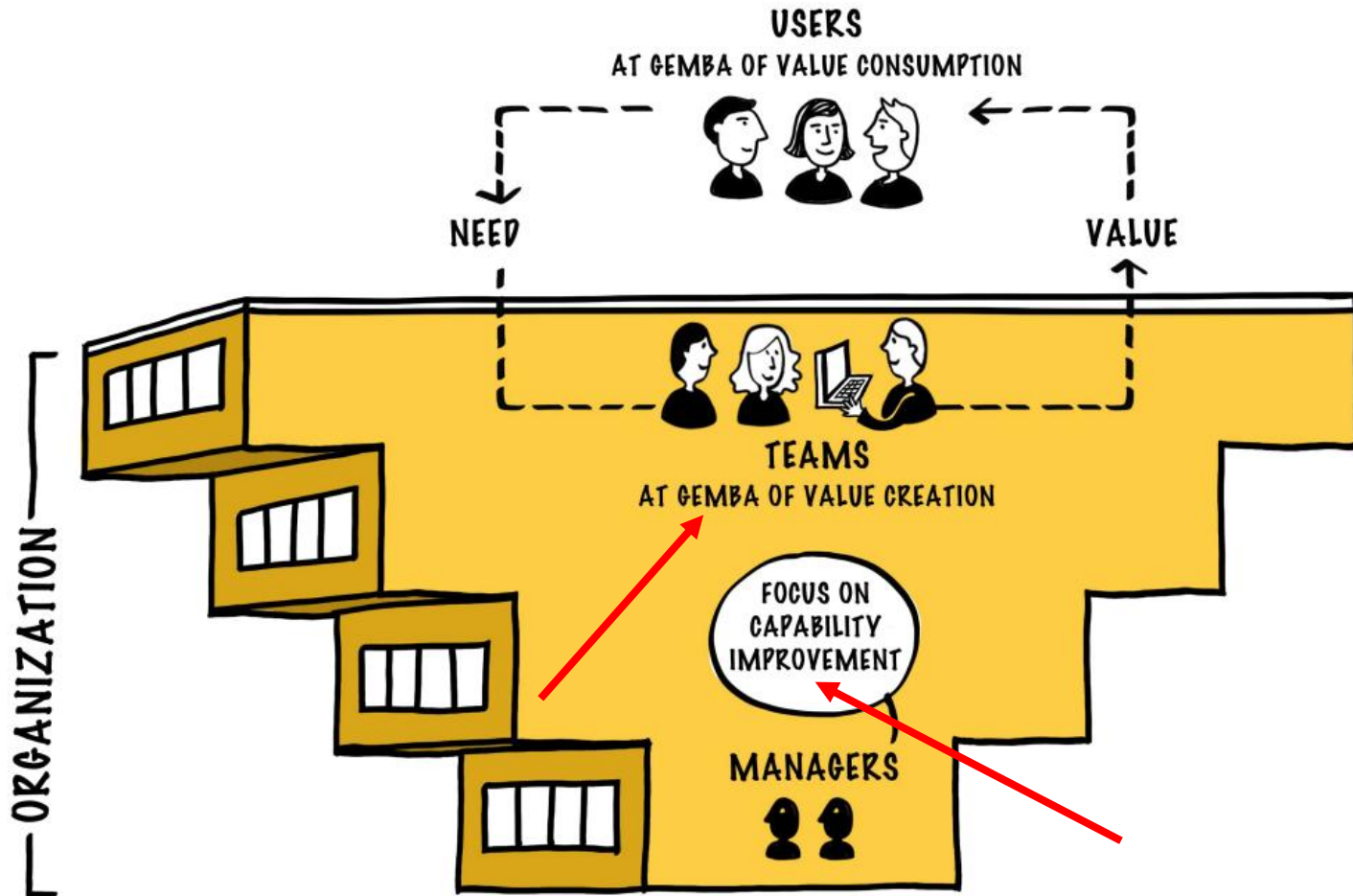
'Theory Y'

Staff

Theory Y - liberating and developmental, control, achievement and continuous improvement achieved by enabling, empowering and giving responsibility

management

Management in LeSS



Management in LeSS

GAP Between Town Hall Fireside Chat and Real Life



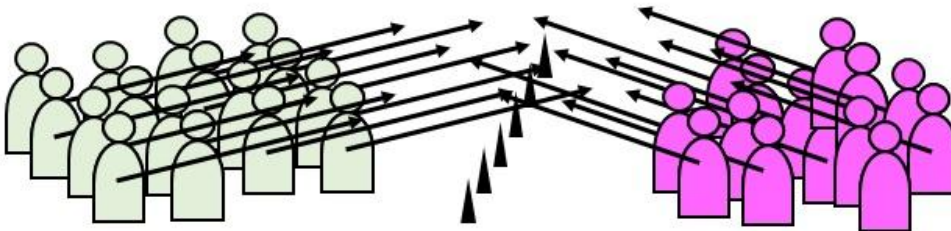
Senior Executives are in full agreement:

- Similar goals, mission and vision
- Full alignment on strategy and execution
- Shared norms, values and principles
- Consistency of management styles
- Same views on efficiency and productivity

...yet...

Organizational silos are bound by '*internal contracts*' and people are drafted into '*us vs. them, lose-lose competitive gaming*'.

Can **GEMBA WALK** fix this?

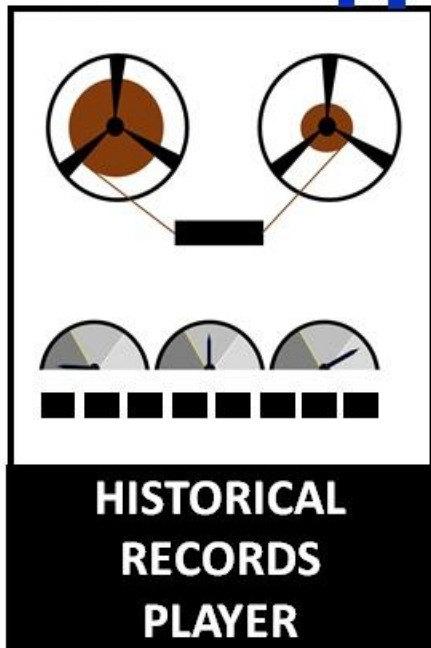


Brought to you by www.keystepstosuccess.com

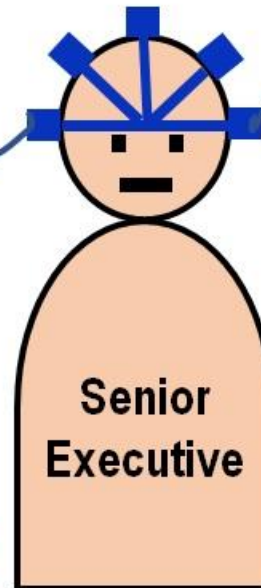
Source: <https://www.keystepstosuccess.com/agile-humor/>

Management in LeSS

Agile Crash Course For Executives (Maximum Learning. Minimum Time Commitment.)



**> 25 years
of history
in 30
minutes!!!**



***...and you can also
ask your fitness
instructor to do
push-ups on your
behalf, so you do
not waste your own
time at the gym...***



Brought to you by www.keystepstosuccess.com

Source: <https://www.keystepstosuccess.com/agile-humor/>

Management in LeSS

C-LEVEL $\neq$ “See Level”



***Senior Executives
should strive to go,
where action is, instead
of relying on thick
layers of management
and voluminous,
misleading reports.
GO TO GEMBA!!!***

現場

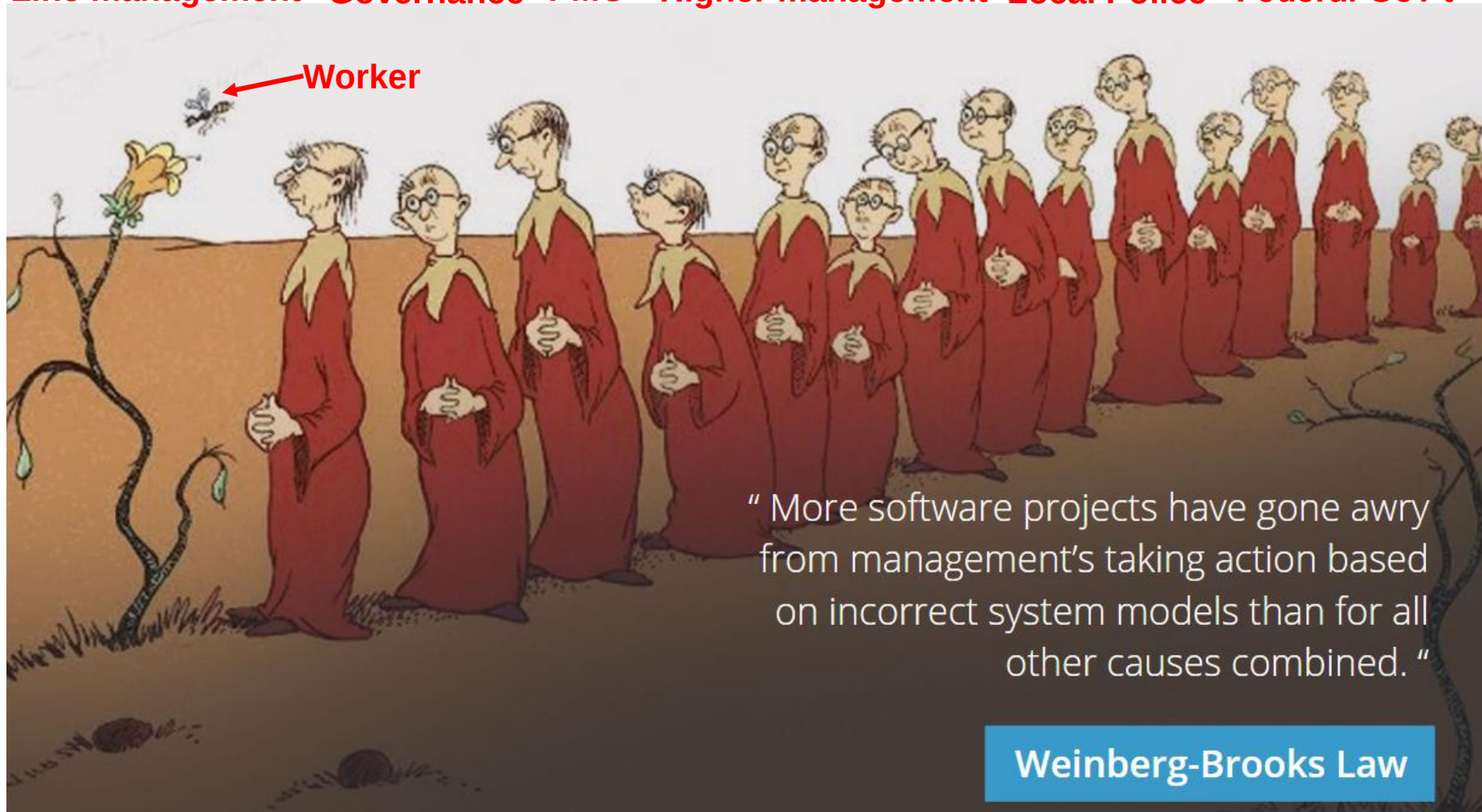


Brought to you by www.keystepstosuccess.com

Source: <https://www.keystepstosuccess.com/agile-humor/>

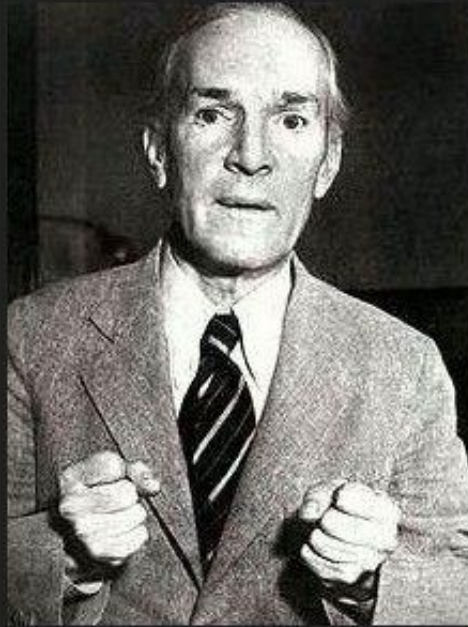
Management in LeSS

Line management Governance PMO Higher management Local Police Federal Gov't



Sourced from creative commons repository of Certified LeSS Trainers: <https://less.works/courses/become-less-trainer>

Management in LeSS



It is difficult to get a man to understand something when his salary depends upon his not understanding it.

(Upton Sinclair)

izquotes.com

Sourced from: https://www.reddit.com/r/anticapitalism/comments/eivy6c/it_is_difficult_to_get_a_man_to_understand/

Management in LeSS

A common problem with Scrum adoption occurs when managers do not give up these responsibilities, thereby causing an organizational conflict between the Team, Product Owner, Scrum Master, and managers.

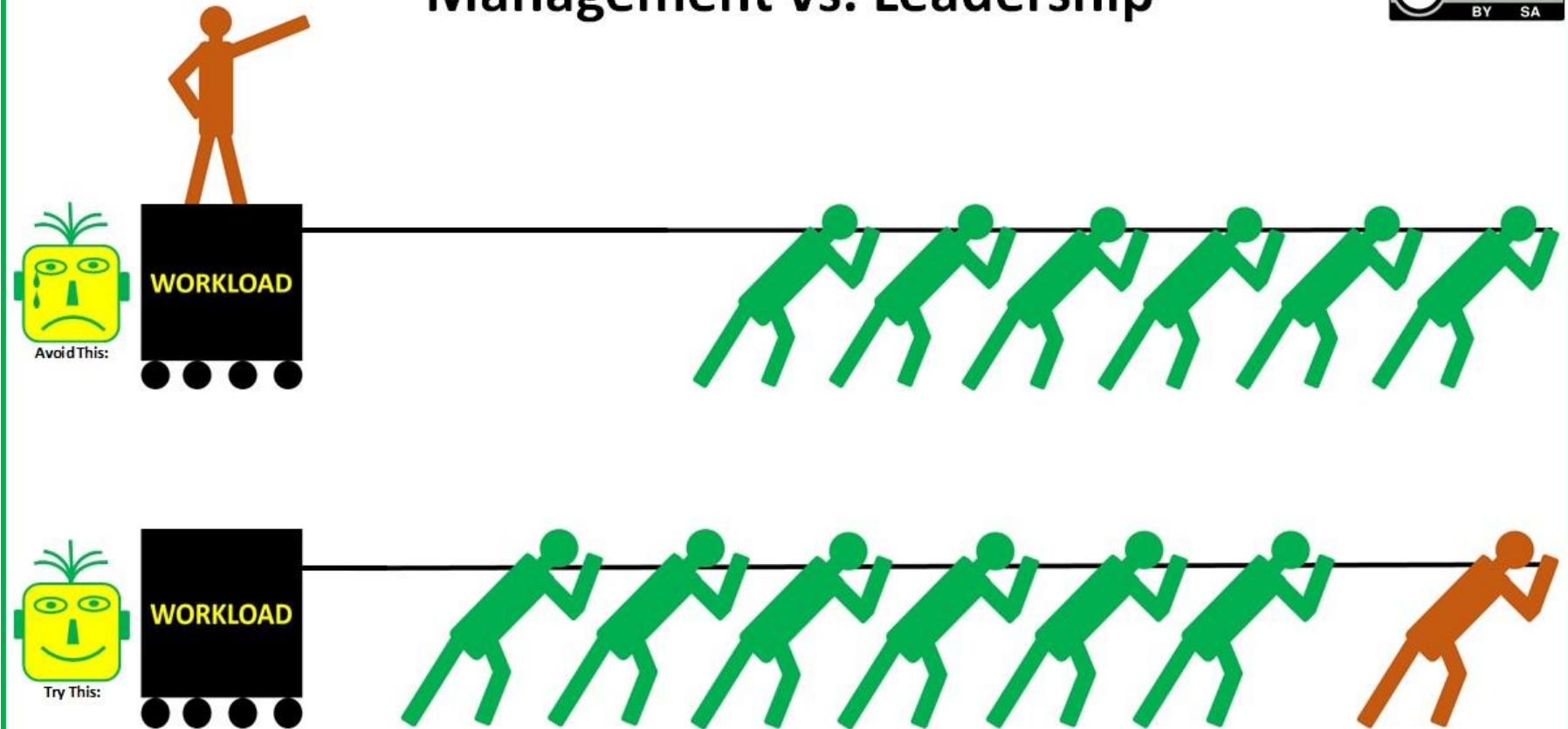
Sourced from: <https://less.works/resources/learning-resources/books>



Job & Salary Safety
but not
Role Safety

Management in LeSS

Management vs. Leadership



Brought to you by www.keystepstosuccess.com

Sourced from: <https://www.keystepstosuccess.com/agile-anti-patterns-with-irony-and-satire/>

Management in LeSS



<https://www.youtube.com/watch?v=8O9uEyrrUMI>

Next Steps...

Organizational Design System
of
Product Centric Organizations
that ensures
Business Resilience and Agility
and is powered by
System Thinking & System Modelling
a.k.a.
Large Scale Scrum (LeSS)

Next Steps...

Upcoming LeSS Training

This course is an introduction to product-centric organizational design, business agility and resilience, in the fast-paced and constantly-changing world of GenAI. Learning Large Scale Scrum (LeSS) organizational system gives a strong competitive advantage to individuals, in today's highly marketplace.

Note: *This class is deeply discounted to make it **LATAM** – friendly. Please, reach out directly, if you have any questions.*



11/04-11/06: Certified LeSS Basics

REGISTER FOR EVENT
on EventBrite

VISIT PAGE: <https://www.keystepstosuccess.com/large-scale-scrum-training/>