

AGILE EGYPT

**Agile PM, Product Owner, Scrum Master are all broken  
THE NEXT EVOLUTION OF AGILE LEADERSHIP ROLES**

AHMED SIDKY

**20**  
YEARS

years of experience in software development, management and delivery



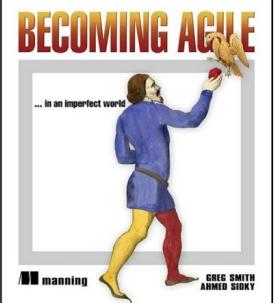
Head of Development Management



Consulted, trained or coached with people and teams from ...



Co-authored



@asidky





#13 on Fortune's 100 Best Companies to Work

## #18 on Glassdoor's 50 Best Places to Work



### Glassdoor's Employees' Choice Awards 2016

Glassdoor's annual Employees' Choice Awards honor the Best Places to Work across North America and parts of Europe. Winners are determined by the people who know these companies best—their employees.

#19 on Fortune's 50 Best Workplaces for Camaraderie



#21 on Fortune's 100 Best Workplaces for Millennials





**2500+ RIOTERS  
15 OFFICES**

SANTA MONICA  
ST. LOUIS  
NEW YORK

SAO PAULO  
SANTIAGO  
MEXICO CITY

DUBLIN  
MOSCOW  
COLOGNE

SEOUL  
HONG KONG  
TAIPEI

SYDNEY  
ISTANBUL  
TOKYO

# LEAGUE OF LEGENDS

LEAGUE  
OF  
LEGENDS

# LEARNING JOURNEY

SHU



**Follow the Rule - Know the Rule**  
Following Precisely without Modification

HA



**Break the Rule - Know Variations**  
Shifting Between Techniques

RI



**Be the Rule - Create Variations**  
New techniques, even unconsciously

# Typical Agile Roles



Product Owner



Agile Coach



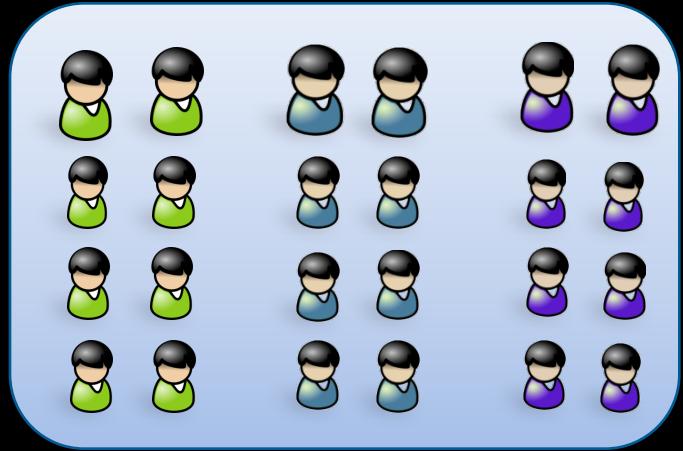
Scrum Master



Agile Project Manager

# PRE-AGILE

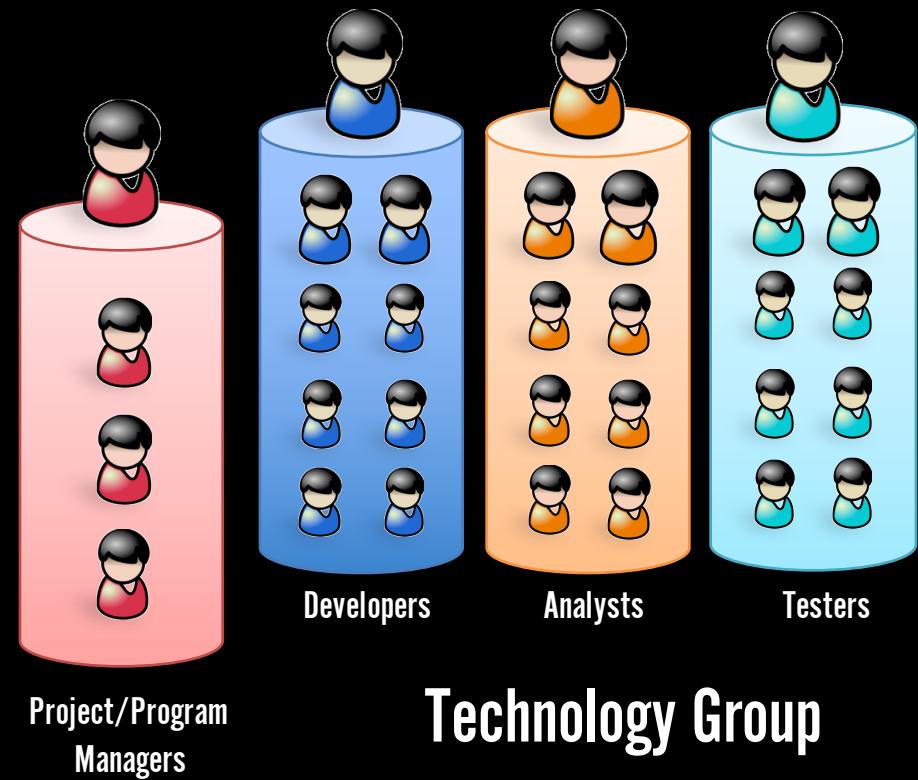
“The Business”



Domain Experts

Users &  
Customers

Governance



Developers

Analysts

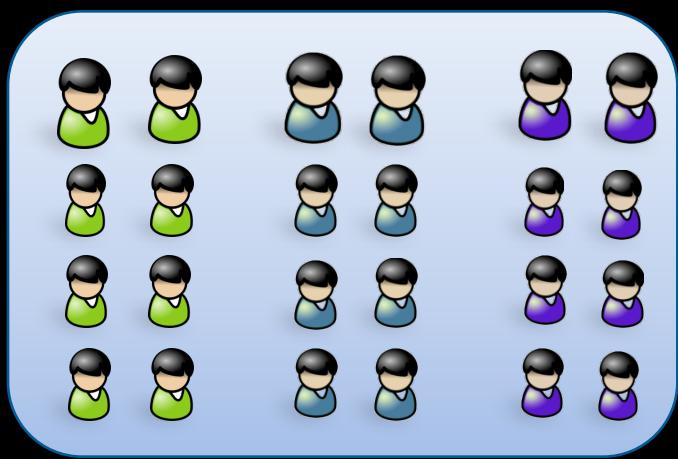
Testers

Project/Program  
Managers

Technology Group

# PRE-AGILE

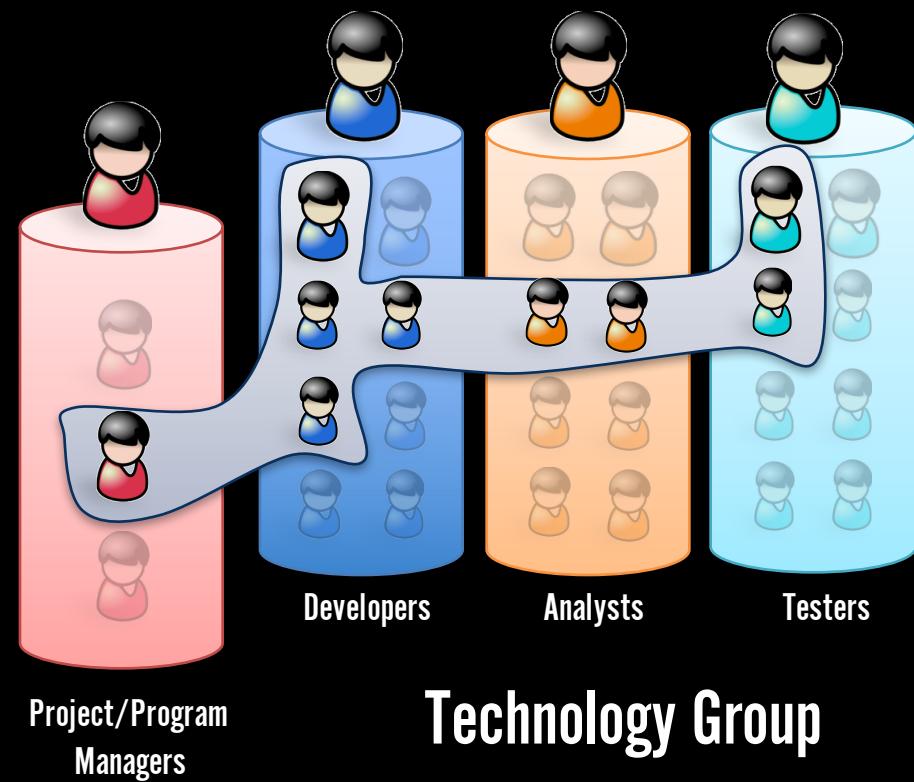
“The Business”



Domain Experts

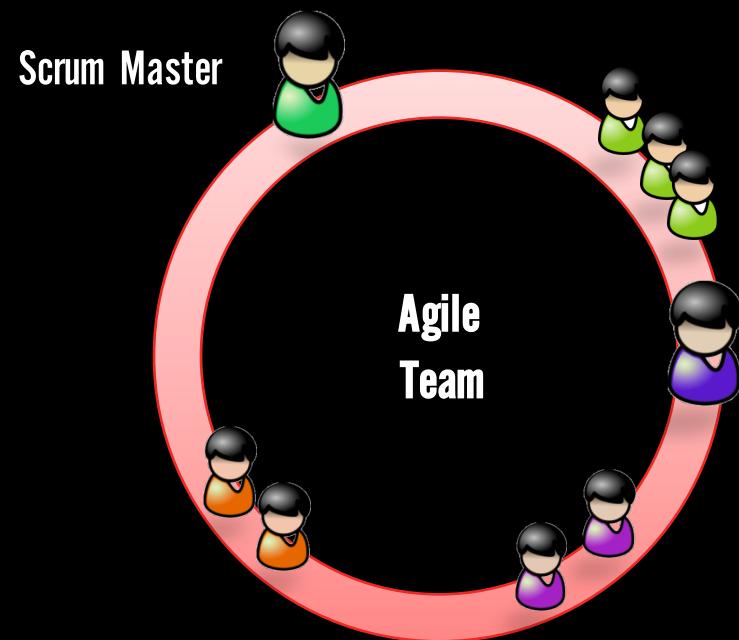
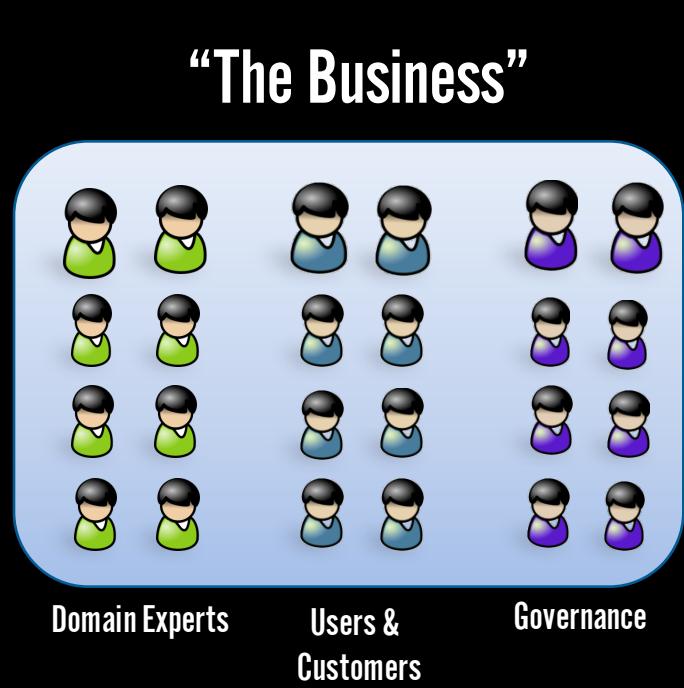
Users &  
Customers

Governance

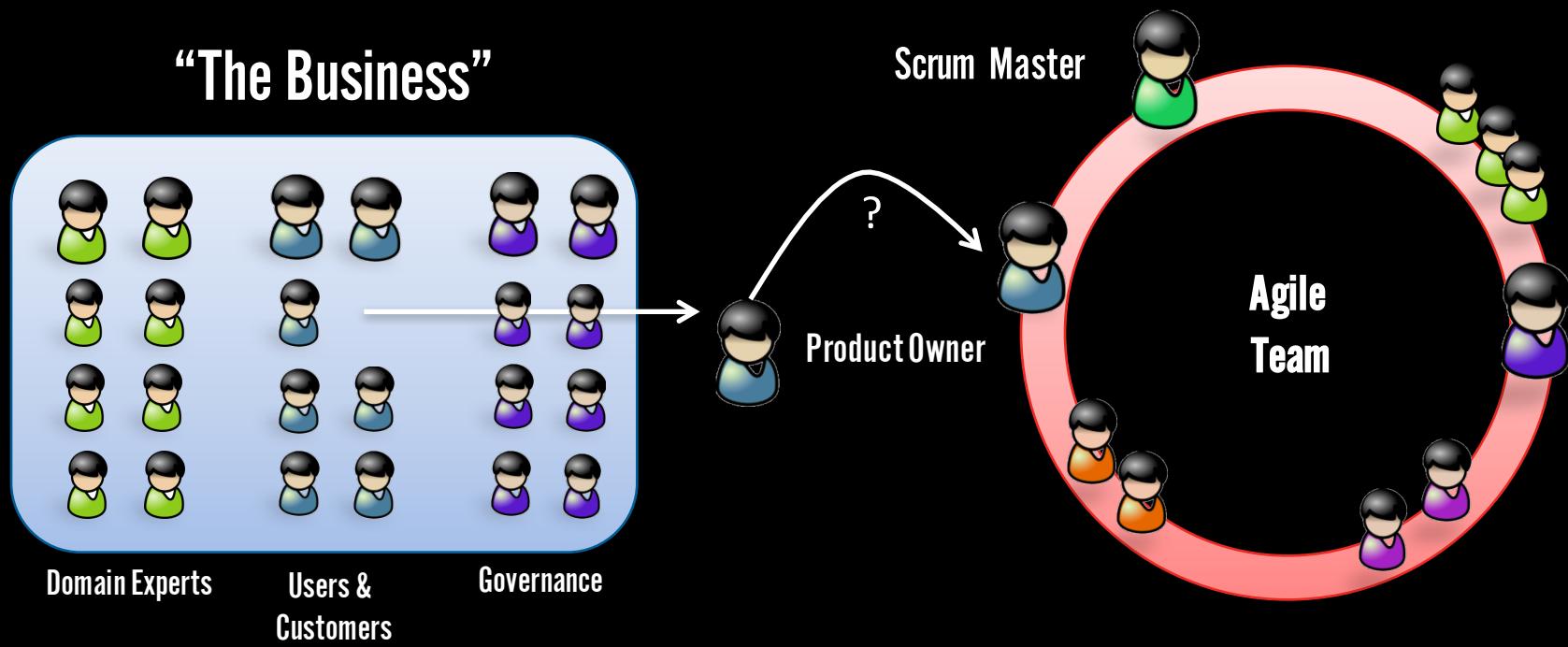


Technology Group

# AGILE TEAMS



# AGILE TEAMS



# OWNERSHIP VS LEADERSHIP



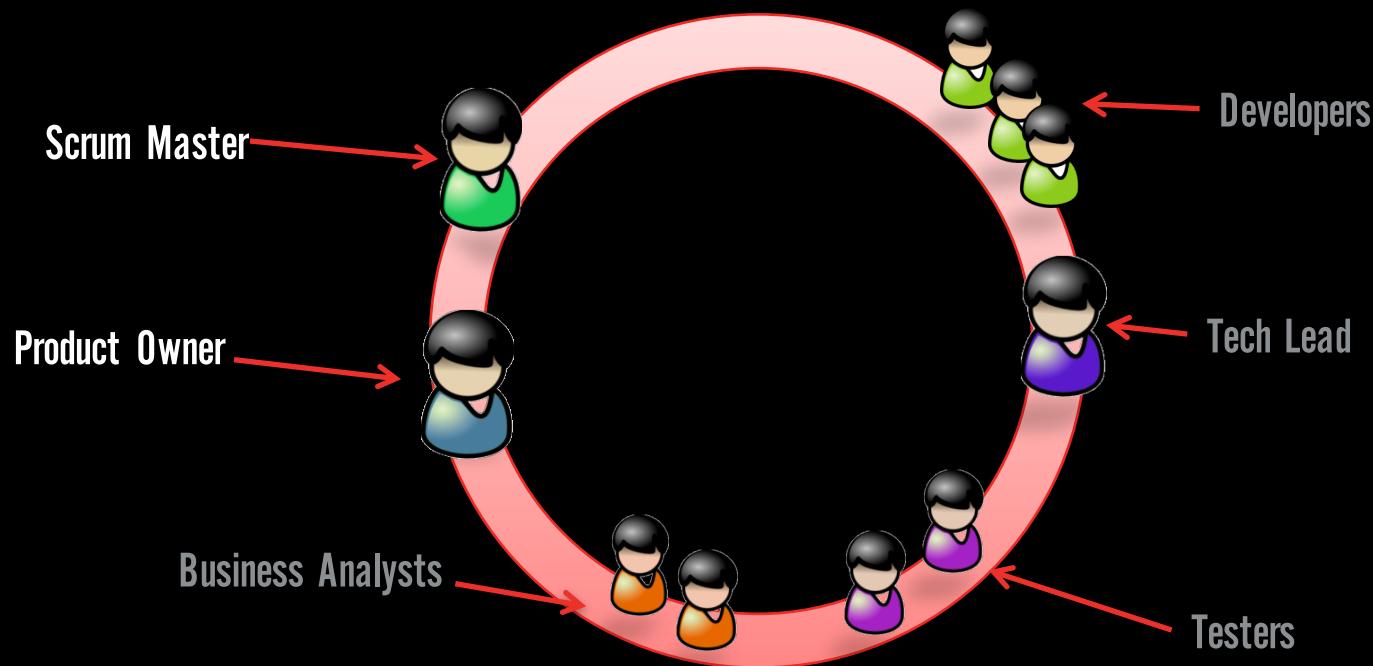
**OWNERSHIP**  
[OWNS]

**LEADERSHIP**  
[LEADS]

**COLLECTIVE  
RESPONSIBILITY**

**SINGLE  
ACCOUNTABILITY**

# AGILE TEAMS



**Who is accountable for the result of the team? Who is leading the team?**

# PRE-AGILE

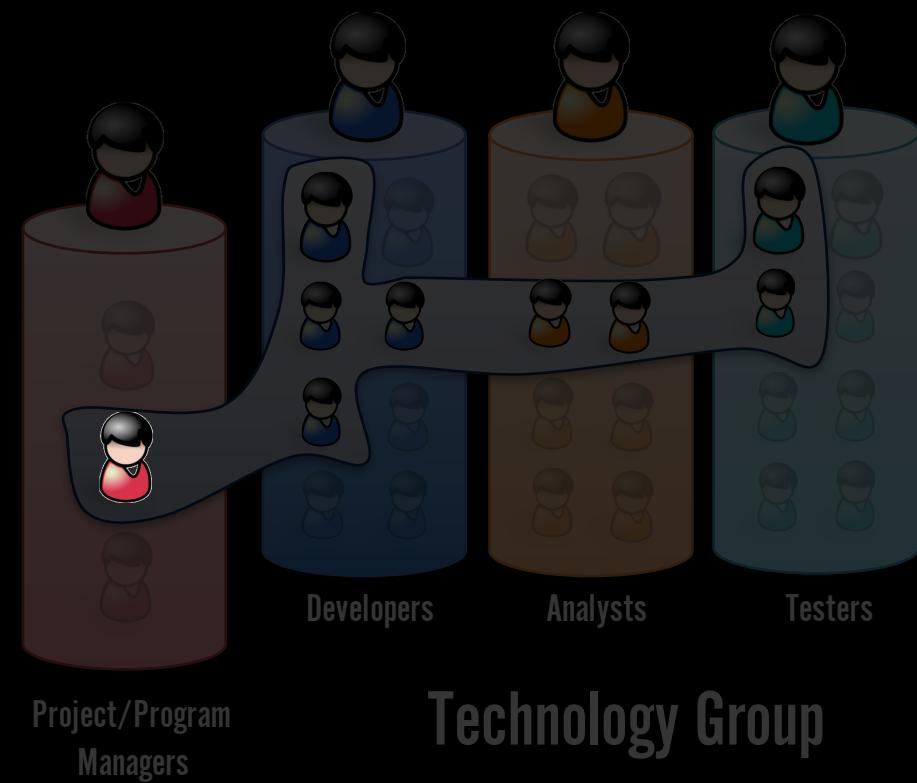
“The Business”



Domain Experts

Users &  
Customers

Governance



Project/Program  
Managers

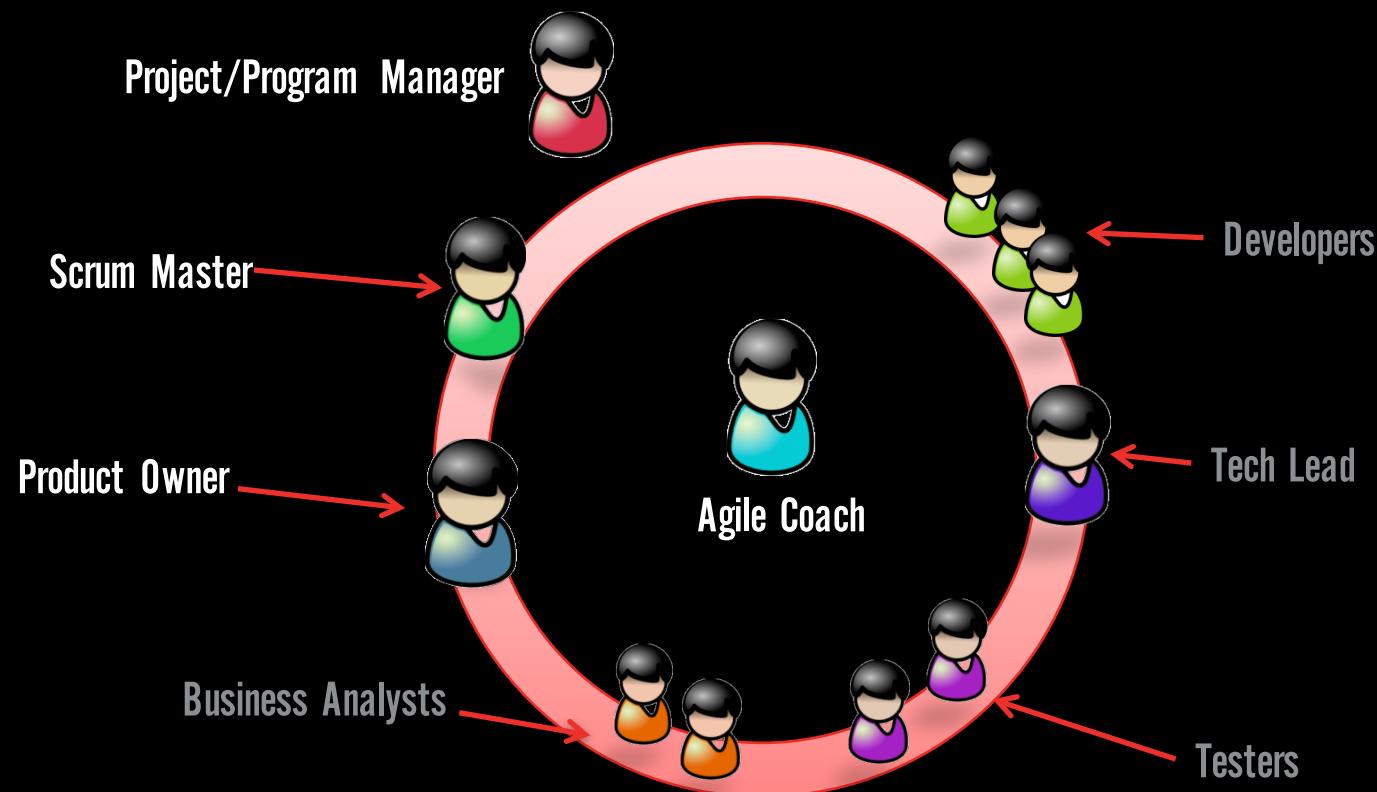
Developers

Analysts

Testers

Technology Group

# AGILE TEAMS



**Who is accountable for the result of the team? Who is leading the team?**

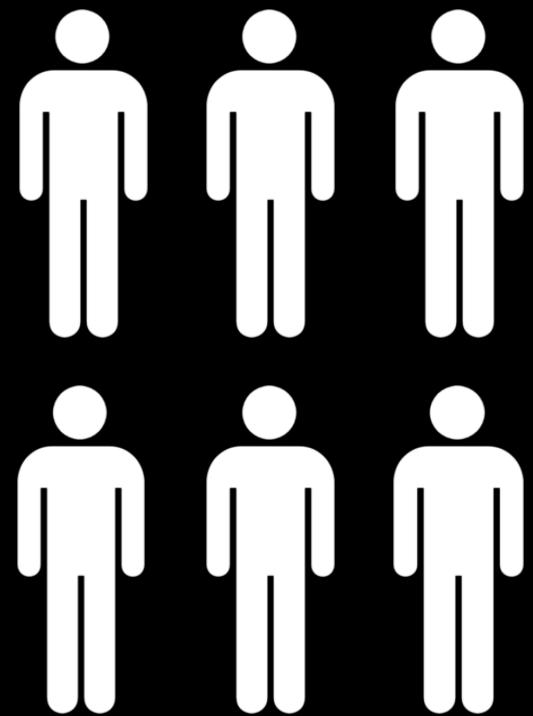
---

## TRADITIONAL TEAM LEADERSHIP MODEL

---



LEADERSHIP



TEAM

# AGILE TEAM LEADERSHIP MODEL @ RIOT



## TEAM CAPTAIN

Leading the overall effort



## PRODUCT LEAD

Leading product strategies and resonance with audience



## DELIVERY LEAD

Leading delivery and execution

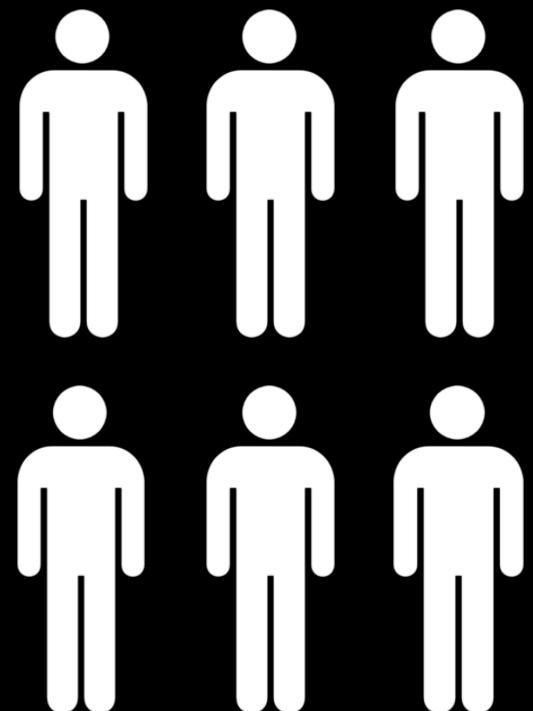


## CRAFT LEAD(S) (Design, Art, Talent, Eng. Publishing, etc)

Leading on technical direction in a specific craft area

LEADERSHIP

-----

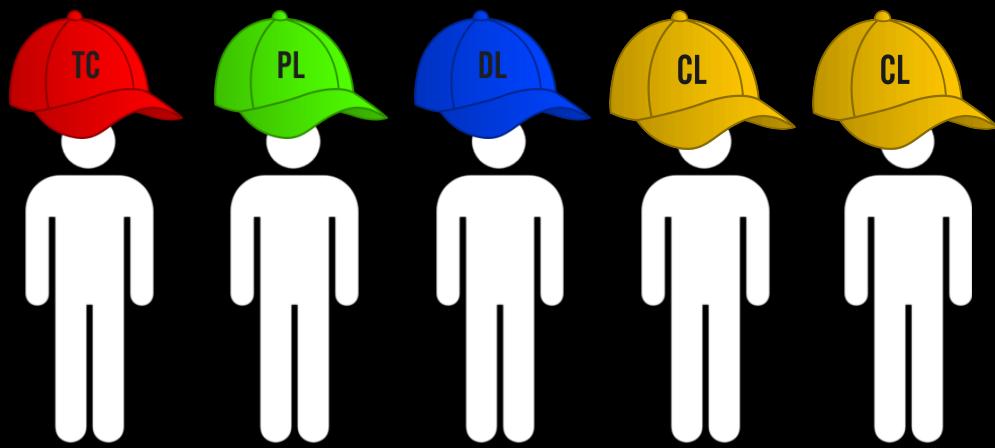


TEAM

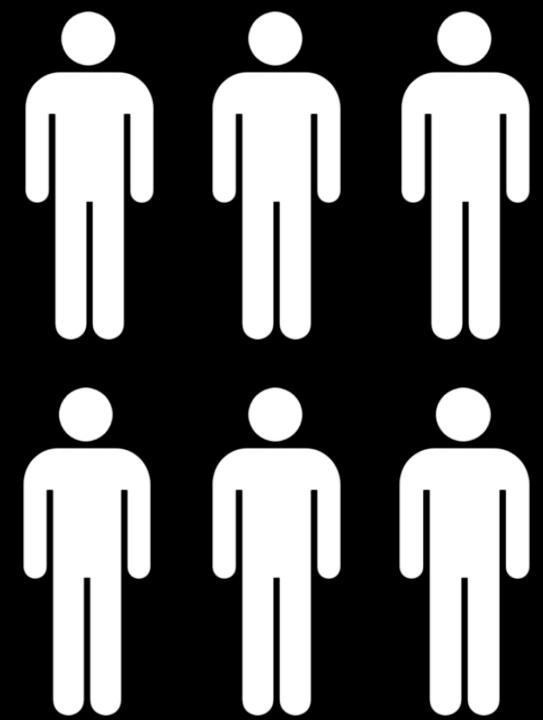
---

# AGILE TEAM LEADERSHIP MODEL @ RIOT

---



LEADERSHIP

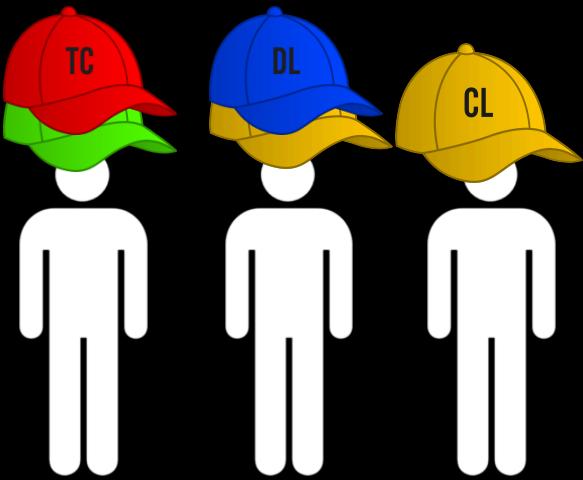


TEAM

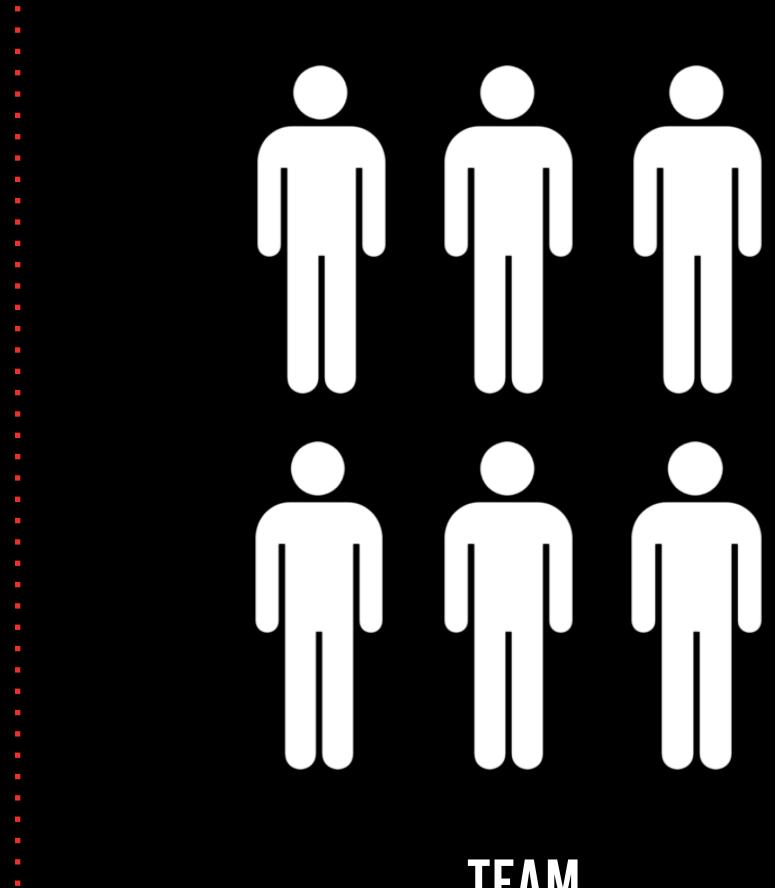
---

# AGILE TEAM LEADERSHIP MODEL @ RIOT

---



LEADERSHIP

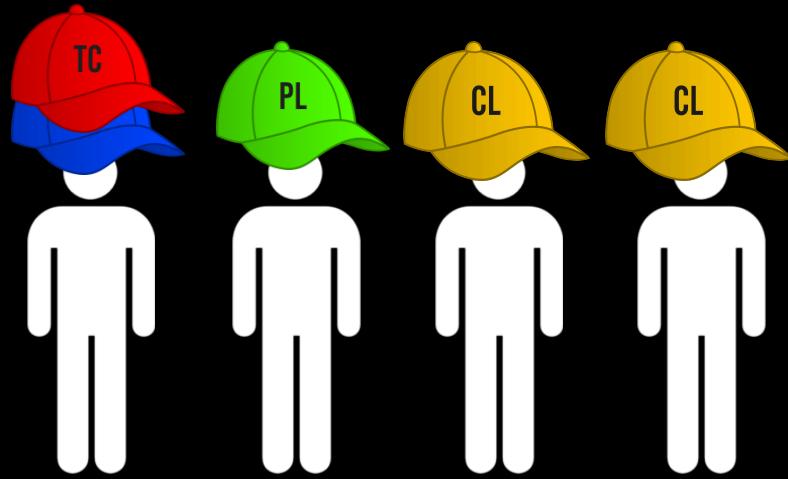


TEAM

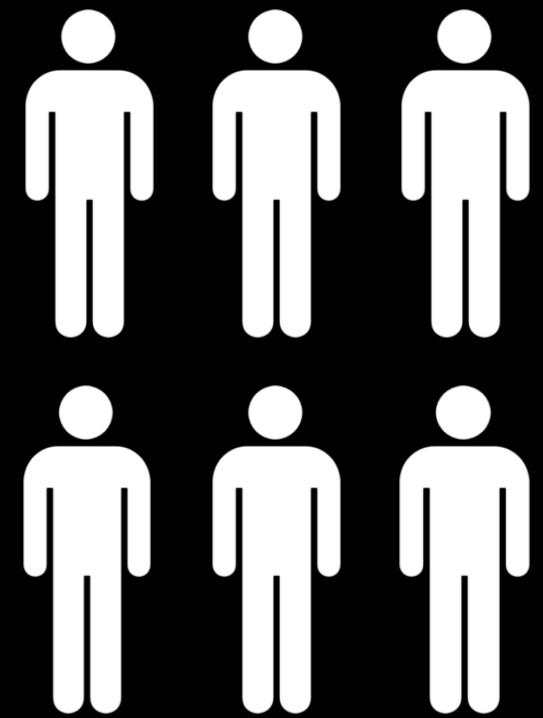
---

# AGILE TEAM LEADERSHIP MODEL @ RIOT

---

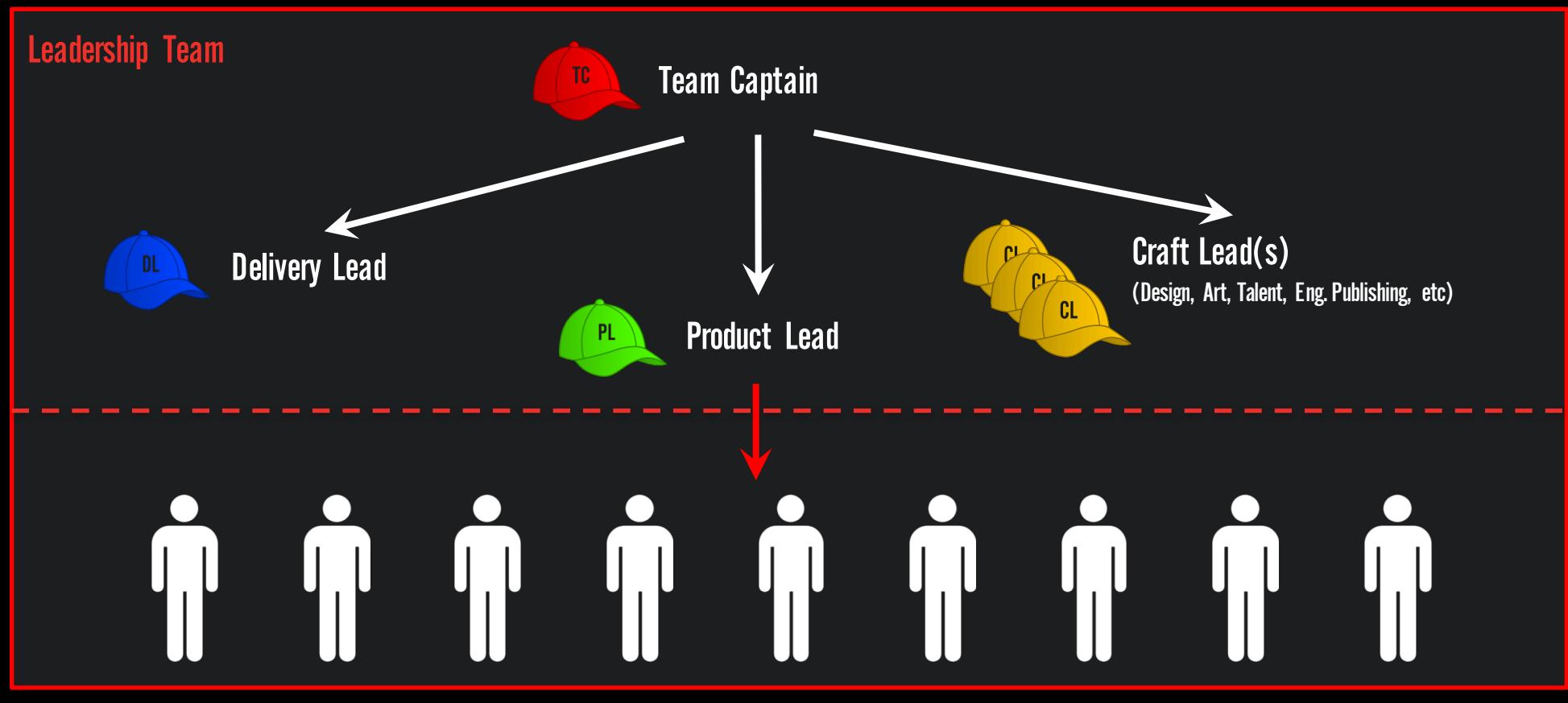


LEADERSHIP



TEAM

# AGILE TEAM LEADERSHIP MODEL @ RIOT



# ROLES VS PEOPLE



Organizational Work System

Taxonomy

Cross-functional teams

Roles & Responsibilities

STANDARD  
Require Alignment



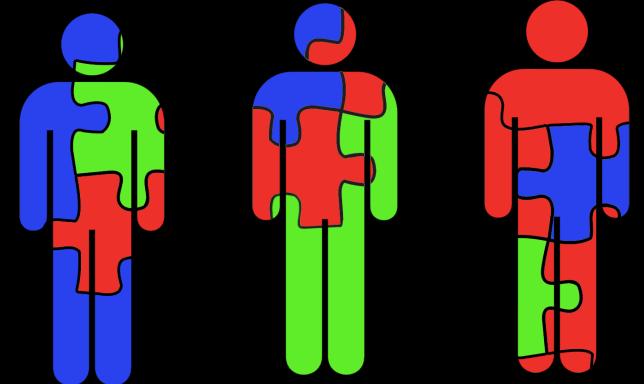
Team Process

Agile Practices

Cadence

FLEXIBLE  
Allow Autonomy

????



# WE DECOUPLED RESPONSIBILITIES

sort of ...



# ROLES VS PEOPLE



Organizational Work System

Taxonomy

Cross-functional teams

Roles

STANDARD  
Require Alignment



Responsibilities

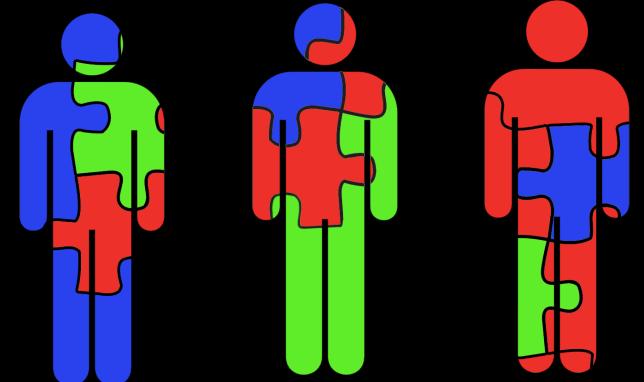
Team Process

Agile Practices

Cadence

FLEXIBLE  
Allow Autonomy

????



# RESPONSIBILITIES

|   |  |   |
|---|--|---|
| 1 | Accountable for having and leading with the right vision (vision can come from anyone) |    |
| 2 | Assesses and recruits the best talent for Riot and their team                          |    |
| 3 | Collaboratively creates and executes the delivery plan for optimal player value        |    |
| 4 | Communicates to Riot execs/advisors and (re)sets expectations                          |   |
| 5 | Creates product strategies from a vision (vision can come from anyone)                 |    |
| 6 | Defines and measures delivery KPIs for optimal team sustainability and efficiency      |   |
| 7 | Defines and measures product KPIs for optimal player value and experience              |   |
| 8 | Creates, prioritizes, and maintains the product backlog                                |   |
| 9 | Decomposes features by player value [break down work using vertical slicing]           |  |

# RESPONSIBILITIES

|    |  |
|----|--|
| 10 | Drives the creation of the product roadmap                           |
| 11 | Defines quality expectations and negotiates trade-offs               |
| 12 | Analyzes and mitigates delivery risks                                |
| 13 | Eliminates or manages team and work dependencies                     |
| 14 | Designs and implements the team's work system                        |
| 15 | Drives alignment around strategies and tactics                       |
| 16 | Drives team's continuous improvement                                 |
| 17 | Leads finances [cost, forecasting / budgeting, return on investment] |
| 18 | Leads staffing [onboarding, transfers, headcount, etc.]              |



# RESPONSIBILITIES

|    |  |
|----|--|
| 19 | Leads contracting and procurement [vendors, contractors, etc.]   |
| 20 | Drives strategic alignment with Riot   |
| 21 | Creates a healthy ecosystem where all team members are able to contribute and challenge openly & productively. Does this by modeling desired behaviors |
| 22 | Facilitates team processes and activities [stand ups, etc.]  |
| 23 | Removes team and task blockers   |
| 24 | Leads team start up activities [project and team chartering, working agreements, etc.]   |
| 25 | Identifies the right problem and opportunity spaces to pursue  |
| 26 | Updates team information radiators   |

# RESPONSIBILITIES

|    |  |
|----|--|
| 27 | Identifies and engages stakeholders appropriately [eg. communication, participation, soliciting feedback, setting expectations etc.] |
| 28 | Sustains and improves team health and performance  |
| 29 | Mentors team members on craft  |
| 30 | Leads strategic and technical direction for the craft within the team  |
| 31 | Sustains craft health on the team  |
| 32 | Proposes and facilitates team building activities  |
| 33 | Ultimately accountable for all team outcomes; holds all other leads accountable  |
| 34 | Understands and articulates audience resonance   |
| 35 | Validates product assumptions  |



# RESPONSIBILITIES

## TEAM CAPTAIN: LEADING THE OVERALL EFFORT



- Accountable for having and leading with the right vision (vision can come from anyone)
- Assesses and recruits the best talent for Riot and their team
- Ultimately accountable for all team outcomes; holds all other leads accountable
- Creates a healthy ecosystem where all team members are able to contribute and challenge openly & productively. Does this by modeling desired behaviors

## PRODUCT LEAD: LEADING PRODUCT STRATEGIES AND RESONANCE WITH AUDIENCE



- Creates product strategies from a vision (vision can come from anyone)
- Decomposes features by player value [break down work using vertical slicing]
- Understands and articulates audience resonance

## DELIVERY LEAD - LEADING DELIVERY AND EXECUTION



- Collaboratively creates and executes the delivery plan for optimal player value
- Designs and implements the team's work system
- Leads team start up activities [project and team chartering, working agreements, etc.]

# THE REMAINING 25+ **RESPONSIBILITIES** ARE UP TO THE TEAM

