Matthew Mendoza – Chapter 13 Help Your Meeting provide Value, 16 How Managers Help Agile Teams, and 17 Start Somewhere

Most managers find meetings to be all productive for they are held with an agenda/objective, where all members can contribute, voice their concerns, and make the team more plugged-in into the issues that surround the given topic of the meeting; however, in many cases meetings are a detriment to the technical staff for it disrupts "flow". This disruption of "flow" is context switching and for technical/engineering staff to expect a meeting impose on them not to do any work that demands focused attention in that they know in an hour or two they will be disrupted and will take about 15 minutes to switched back into a focused work.

Managers that understand engineering people from my experience handle all meeting and knowledge transfers early in the day, so that the team can operate on the most up-to date information and the team may provide feedback to the manager of current status.

As in the book "Create Your Successful Agile Project" in chapter 13 "Help Your Meeting Provide Value" they address this issue in articulating that meeting, especially with respects to DSUs, that they shouldn't "become serial status meetings". Which comes back to having "too many meetings" as mentioned before. These constant meetings ruin workflow and becomes cookie-cutter, a rinse-wash-and-repeat, mundane process where no employee looks forward to.

These types of management are of a traditional form of management where everything is hands on and on short leash, micromanagement, where no trust that engineering or work is taken place and the companies' assets are not properly utilized.

Fortunately chapter 16 "How Managers Help Agile Teams" articulate the positive influence a manager should be in the work culture change Agile has brought.