

La Solitudine dei Manager

Dall'individualità al lavoro di squadra per un'Agilità sostenibile.



Paolo Sammicheli
Agile Education by Scrum Inc
Scrum Trainer & Coach



Silvia Furlan
Net Engineering
CEO

Paolo Sammicheli

Entrepreneur, Author, Speaker, Scrum Trainer & Coach



Certifications



Registered Scrum Trainer
by Scrum Inc.



Scrum@Scale Trainer
by Scrum Inc.



Lean-Agile
Procurement Trainer



Management 3.0
Licensed Facilitator

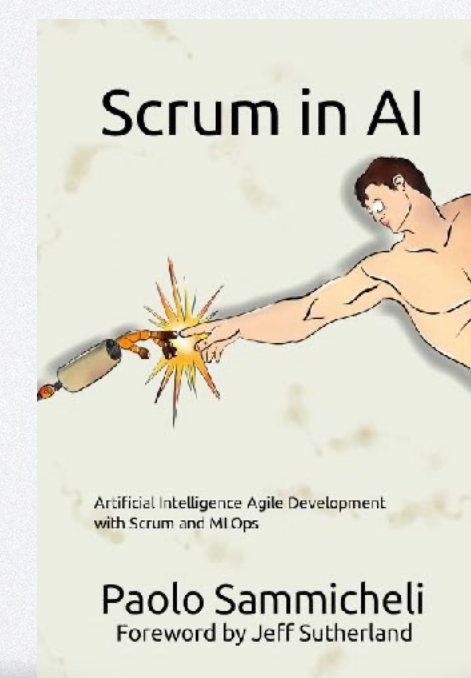
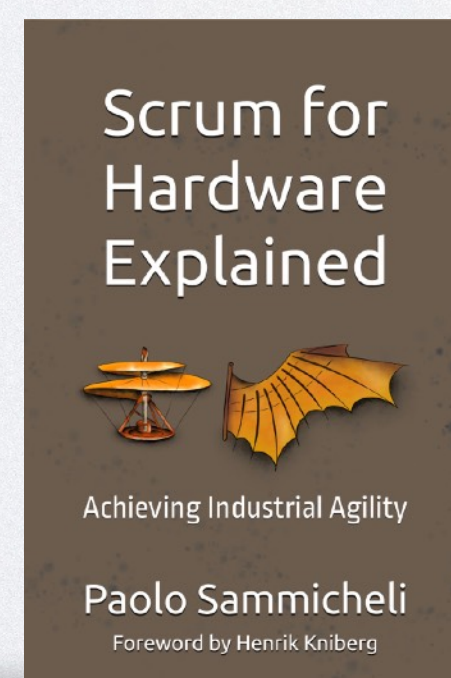


IDF Design
Coach

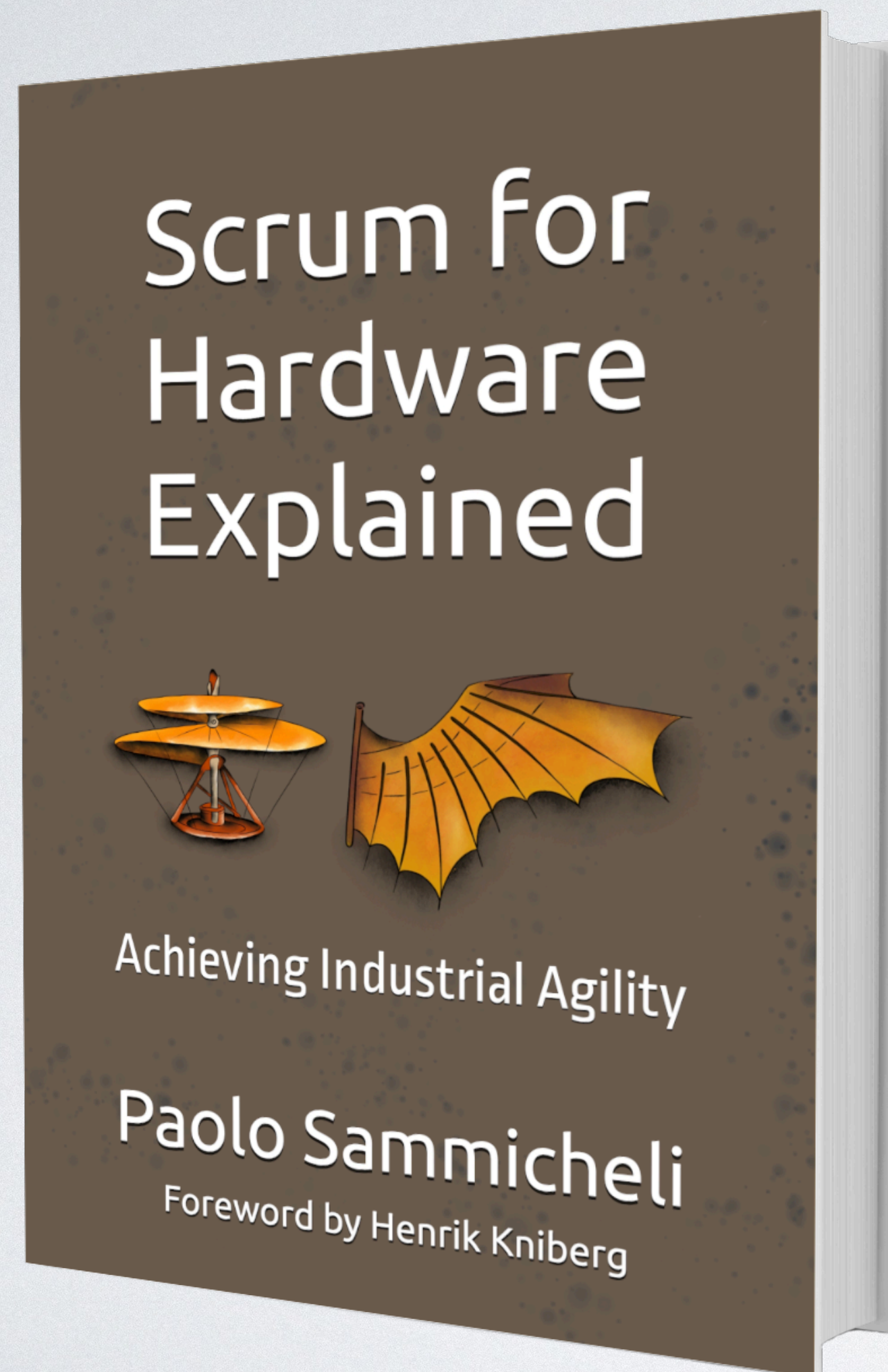


Licensed
NLP Coach

Main Case Studies



Scrum for Hardware Explained



“**Scrum for Hardware Explained - Achieving Industrial Agility**” è la vostra guida definitiva ad Agile e Scrum, appositamente studiata per l'industria manifatturiera. Questa guida completa vi porta dalle basi di Agile e Scrum attraverso modelli Scrum dettagliati e applicazioni pratiche per il vostro settore. Che si tratti di iniziare il percorso di trasformazione, di gestire più team o di prepararsi alla produzione, questo libro vi fornisce le conoscenze e gli strumenti per navigare con sicurezza. In quanto “**Ultimate Edition**”, il vostro acquisto non è solo un libro, ma una vita di apprendimento; con questa edizione speciale, riceverete **tutti gli aggiornamenti futuri e l'accesso gratuito a “Scrum for Hardware”**, la prima pubblicazione significativa al mondo sull'argomento. Il doppio della lettura alla metà del prezzo!

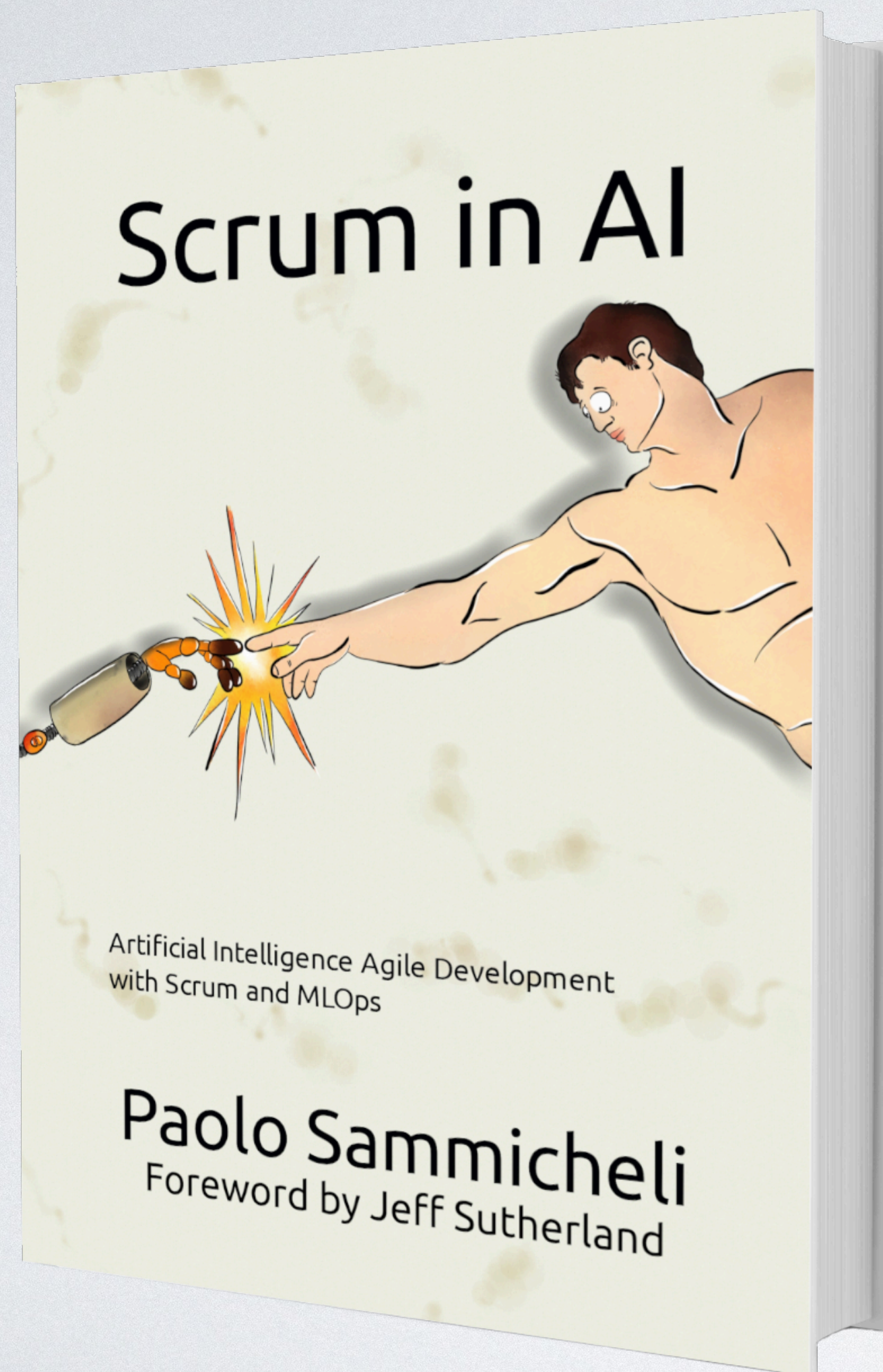


scruminc @scruminc · 7 giu

Scrum for Hardware is not just a must read, it's a must know for all those looking to get twice the work in half the time in manufacturing.

www.scrum-hardware.com

Artificial Intelligence Agile Development with Scrum and MLOps



Come sviluppare un'applicazione di intelligenza artificiale? Con Agile e Scrum otterrete spirito di squadra, feedback frequenti, controllo empirico, coinvolgimento degli stakeholder e motivazione degli sviluppatori. Il libro include i fondamenti dell'Agilità, le pratiche ingegneristiche, esempi reali e suggerimenti su come implementarli nella vostra azienda. **Prefazione di Jeff Sutherland, co-autore di Scrum e dell'Agile Manifesto.**



"Poiché Scrum è emerso da un crogiuolo di concetti, implementazioni e aziende di AI, è con grande piacere che consiglio la lettura di questo nuovo libro di uno dei migliori Scrum Trainer al mondo, Paolo Sammicheli. La sua acuta visione dell'argomento e la sua capacità di mostrare come Scrum possa produrre migliori soluzioni di AI portano il rapporto tra Scrum ed AI a chiudere il cerchio nell'epoca contemporanea". - Jeff Sutherland

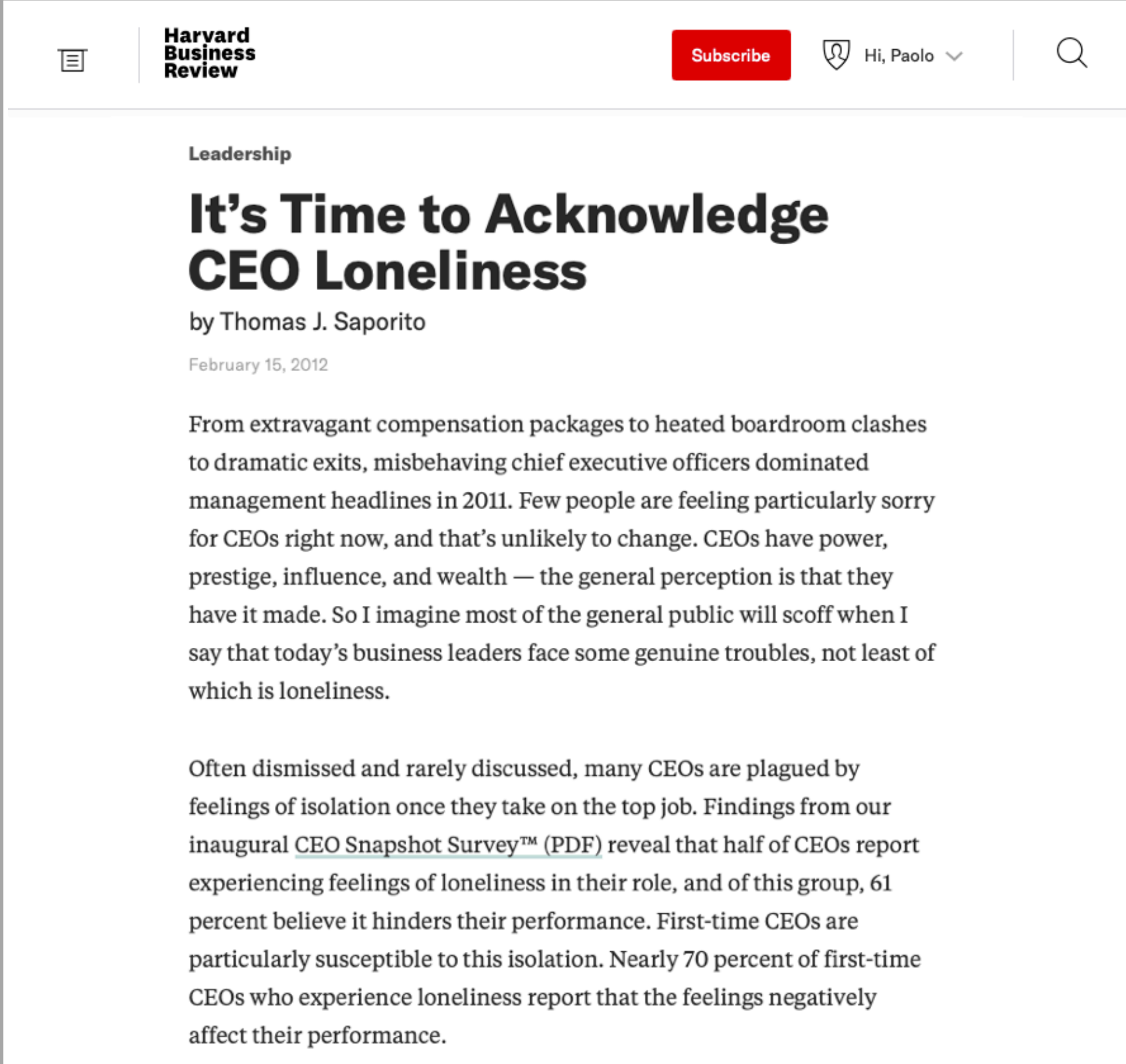
www.scrum-ai.com





It's Time to Acknowledge CEO Loneliness

- Findings from our inaugural CEO Snapshot Survey™ reveal that 50% of CEOs report experiencing feelings of loneliness in their role.
- In this group, 61% believe it hinders their performance.
- Nearly 70% of first-time CEOs who experience loneliness report that the feelings negatively affect their performance.



Harvard Business Review

Subscribe Hi, Paolo

Leadership

It's Time to Acknowledge CEO Loneliness

by Thomas J. Saporito

February 15, 2012

From extravagant compensation packages to heated boardroom clashes to dramatic exits, misbehaving chief executive officers dominated management headlines in 2011. Few people are feeling particularly sorry for CEOs right now, and that's unlikely to change. CEOs have power, prestige, influence, and wealth — the general perception is that they have it made. So I imagine most of the general public will scoff when I say that today's business leaders face some genuine troubles, not least of which is loneliness.

Often dismissed and rarely discussed, many CEOs are plagued by feelings of isolation once they take on the top job. Findings from our inaugural [CEO Snapshot Survey™ \(PDF\)](#) reveal that half of CEOs report experiencing feelings of loneliness in their role, and of this group, 61 percent believe it hinders their performance. First-time CEOs are particularly susceptible to this isolation. Nearly 70 percent of first-time CEOs who experience loneliness report that the feelings negatively affect their performance.

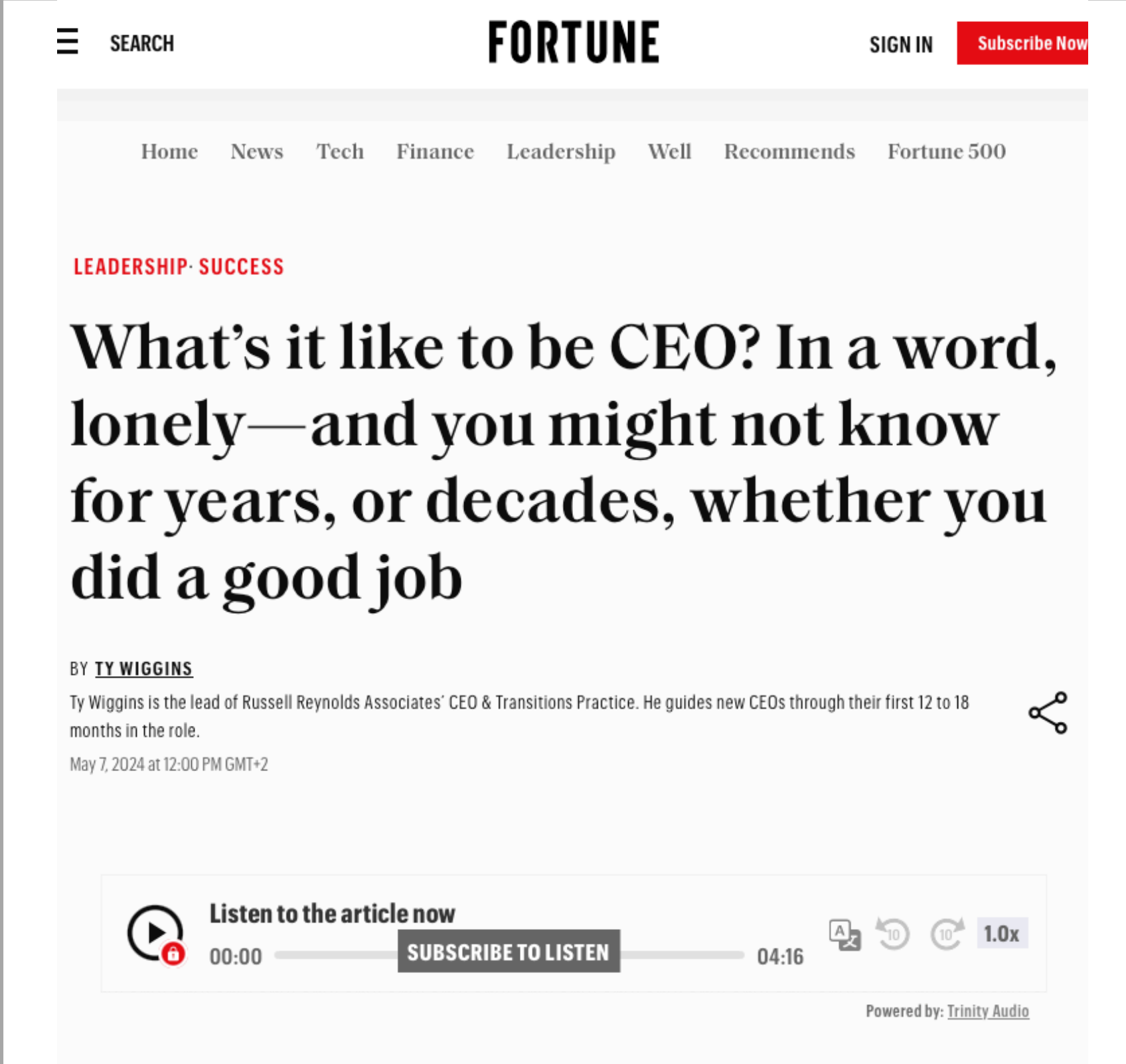
Harvard Business Review

by Thomas J. Saporito - February 15, 2012

<https://hbr.org/2012/02/its-time-to-acknowledge-ceo-lo>

"What's it like to be CEO? In a word, lonely—and you might not know for years, or decades, whether you did a good job."

- Much of what they say about the CEO role is true: it's complex, confusing, and often exhausting.
- This is the most challenging and loneliest role in business (just how lonely is often what takes CEOs by surprise).
- The scope, gravity, responsibility, accountability, and exposure of the CEO role are unparalleled.



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Home News Tech Finance Leadership Well Recommends Fortune 500

LEADERSHIP · SUCCESS

What's it like to be CEO? In a word, lonely—and you might not know for years, or decades, whether you did a good job

BY **TY WIGGINS**
Ty Wiggins is the lead of Russell Reynolds Associates' CEO & Transitions Practice. He guides new CEOs through their first 12 to 18 months in the role. [Share](#)
May 7, 2024 at 12:00 PM GMT+2

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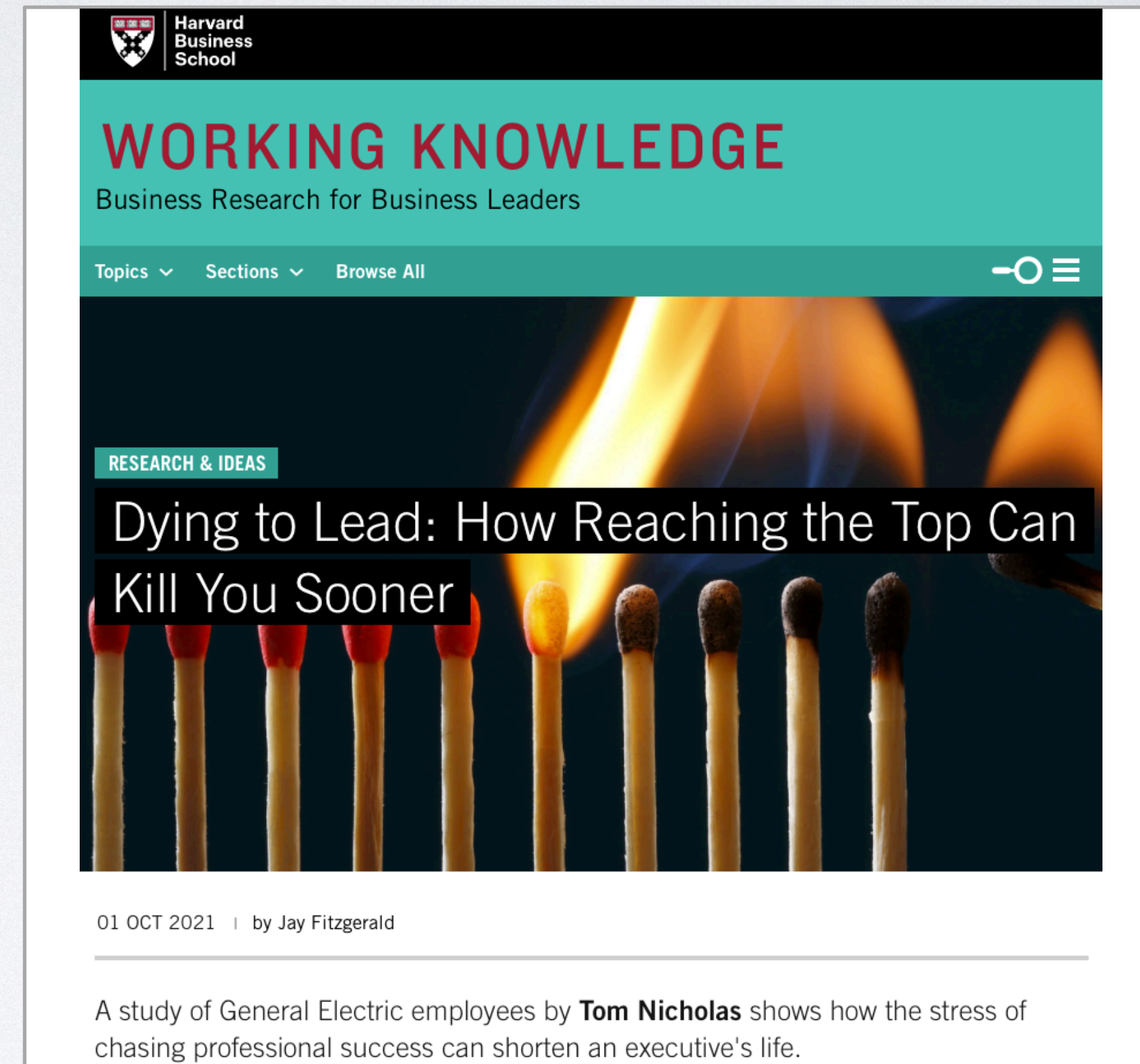
Fortune

by Ty Wiggins - 04 May 2024

<https://fortune.com/2024/05/07/ceo-leadership-business-careers-success/>

"We're beginning to understand that life at the top isn't that easy."

- Harvard Business School Professor Tom Nicholas's historical study, which tracked the status and mortality rates of more than 1,000 managers and other employees at General Electric starting in the 1930s
- It shows that high-level business executives died three to five years earlier on average than lower-level workers at GE.
- The research links the deaths to work-related stress.



Harvard Business School

by Jay Fitzgerald - 01 Oct 2021

<https://hbswk.hbs.edu/item/dying-to-lead-how-reaching-the-top-can-kill-you-sooner>

How can Managers deal with stress?

SOURCES

1. <https://wellbeingstrategist.com/managing-stress-as-a-ceo-how-to-avoid-the-pressure-and-strain-of-leading/>
2. <https://www.lifeandprogress.co.uk/latest-news/what-is-executive-stress/>
3. <https://www.ceotodaymagazine.com/2022/02/how-to-reduce-stress-as-a-ceo-and-why-its-important/>
4. <https://pragmaticthinking.com/blog/stress-management-for-ceos/>
5. <https://www.vistage.com/research-center/personal-development/work-life-balance/20240305-executive-stress/>
6. <https://www.linkedin.com/pulse/ceo-stress-mastery-10-strategies-re-prioritize-recover-lisa-kelly/>
7. <https://ceocoachinginternational.com/managing-stress/>
8. <https://www.forbes.com/sites/julianhayesii/2024/03/31/executive-stress-4-key-strategies-to-preventing-ceo-burnout/>
9. <https://fortune.com/2016/08/30/12-business-leaders-on-how-they-handle-stress/>
10. <https://www.trainingjournal.com/2024/content-type/opinion/how-can-first-time-ceos-manage-stress-effectively/>

How can Managers deal with stress (1)

Prioritize Self-Care

- Get sufficient sleep, 7-9 hours per night (Source: 5,9)
- Exercise regularly (Source: 8,9)
- Maintain a healthy diet (Source: 7)
- Practice mindfulness techniques like meditation or deep breathing (Source: 1,4)



How can Managers deal with stress (2)

Improve Time Management

- Delegate tasks to capable team members (Source: 2,4)
- Set realistic goals and prioritize tasks (Source: 2)
- Take regular breaks throughout the day (Source: 3,6)
- Create a structured schedule for work and personal activities (Source: 3)



How can Managers deal with stress (3)

Build a Support Network

- Connect with other executives and mentors who understand the challenges (Source: 5,7)
- Work with an executive coach (Source: 4,10)
- Foster open communication within the organization (Source: 2)
- Maintain work-life balance and nurture relationships outside of work (Source: 2,5)



Scrum: A Hyperproductive Pattern Language

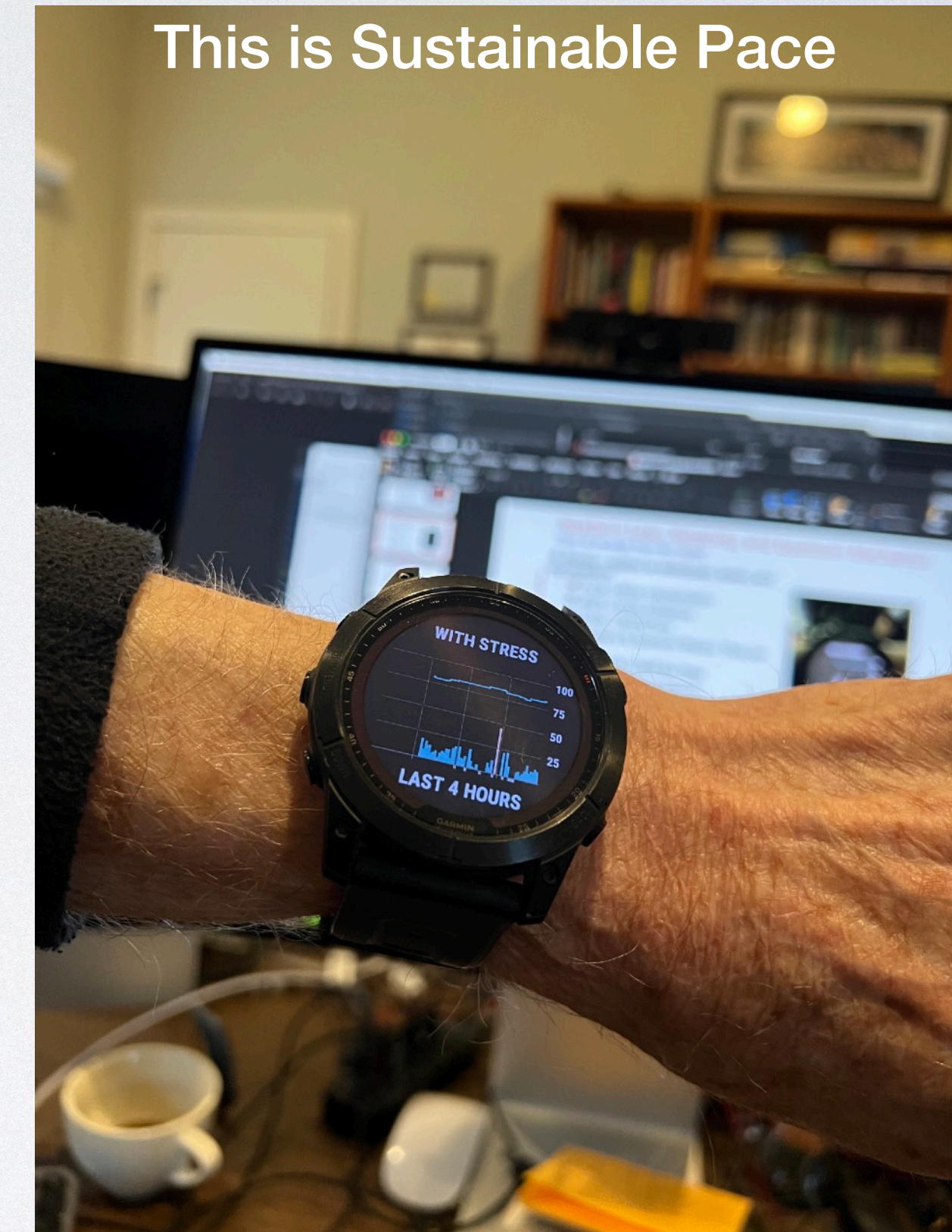
Based on Complex Adaptive Systems and Working at the Edge of Chaos

🏈 Scrum is a Framework for Complex Adaptive Systems

- 💪 Empowerment
 - 🤝 Self-management
 - 🛡️ Leader who serves
 - 🌱 Sustainable pace
- **Empowered Teams Self-Manage**
 - **Leaders who serve empower teams**
 - The Scrum Pattern "**Teams That Finish Early Accelerate Faster**" emerges from Friston's Free Energy Model of the Brain. It requires a sustainable pace.

Original LinkedIn Post: <https://tinyurl.com/TEHSannounce>

The TEHS Scrum Framework for Health and Performance: <https://tinyurl.com/TEHSpaper>



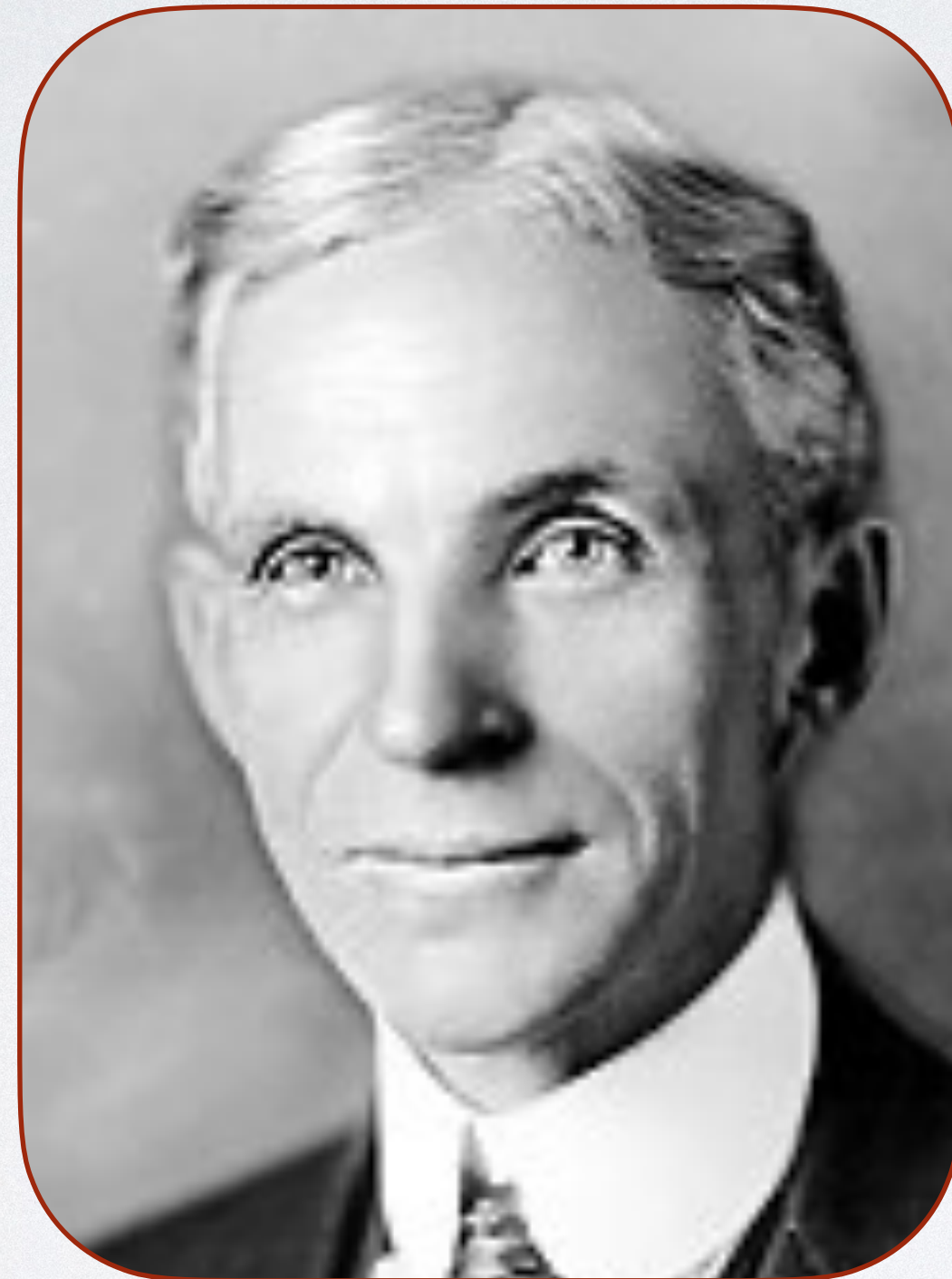
This is Sustainable Pace

**The TEHS Scrum Framework
Twice the Energy, Half the Stress**

Who said that CEOs should work alone?



Frederick Winslow Taylor



Henry Ford



Peter Drucker



Taiichi Ohno

Images from Wikipedia

Who said that CEOs should work alone?

No one


Who said that CEOs should work alone?


No one specifically said that CEOs should work alone.


In fact, the search results highlight that CEOs often feel isolated and lonely in their role despite not actually working alone.

The search results indicate several key points about CEO loneliness:

 **It's a common experience:** Many CEOs report feeling lonely in their role.

 **It's not about physical isolation:** CEOs are rarely physically alone but can still feel isolated due to the nature of their responsibilities.

 **It can impact performance:** A Harvard Business Review survey found that 61% of CEOs believed loneliness hindered their performance.

 **It's often unexpected:** Even experienced executives are surprised by the level of isolation when they become CEO.

Perplexity.ai Search - Source: [1](#) [2](#) [3](#)

From Solo Singer to Orchestrator

- McKinsey emphasizes that high-performing CEOs excel when they build effective management teams.
- The CEOs should position themselves not as solitary decision-makers but as orchestrators of top talent.

McKinsey
& Company

Strategy & Corporate Finance Practice

The mindsets and practices of excellent CEOs

The CEO's job is as difficult as it is important. Here is a guide to how the best CEOs think and act.

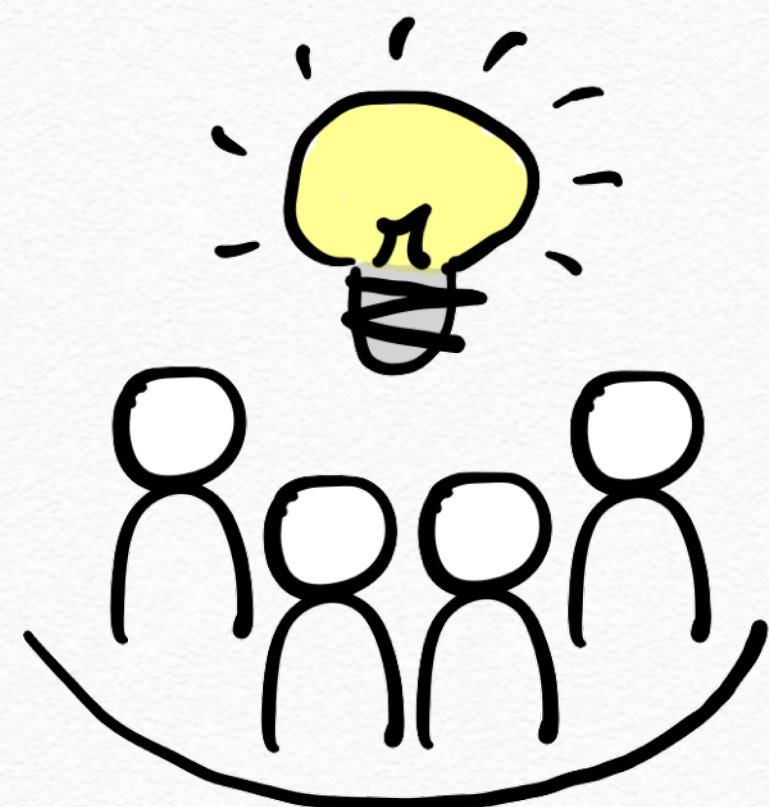
orchestrate | 'ɔ:kɪstreɪt |

verb [with object]

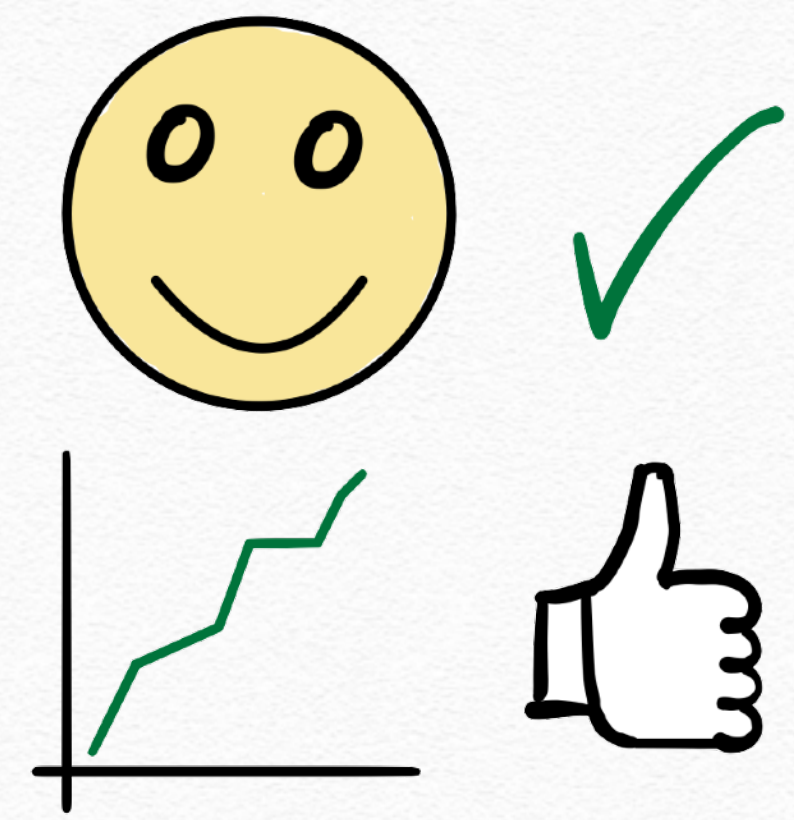
- 1 **arrange or score (music) for orchestral performance:** *the song cycle was stunningly arranged and orchestrated.*
- 2 **plan or coordinate the elements of (a situation) to produce a desired effect, especially surreptitiously:** *the situation has been orchestrated by a tiny minority.*

Source: <https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights/the-mindsets-and-practices-of-excellent-ceos>

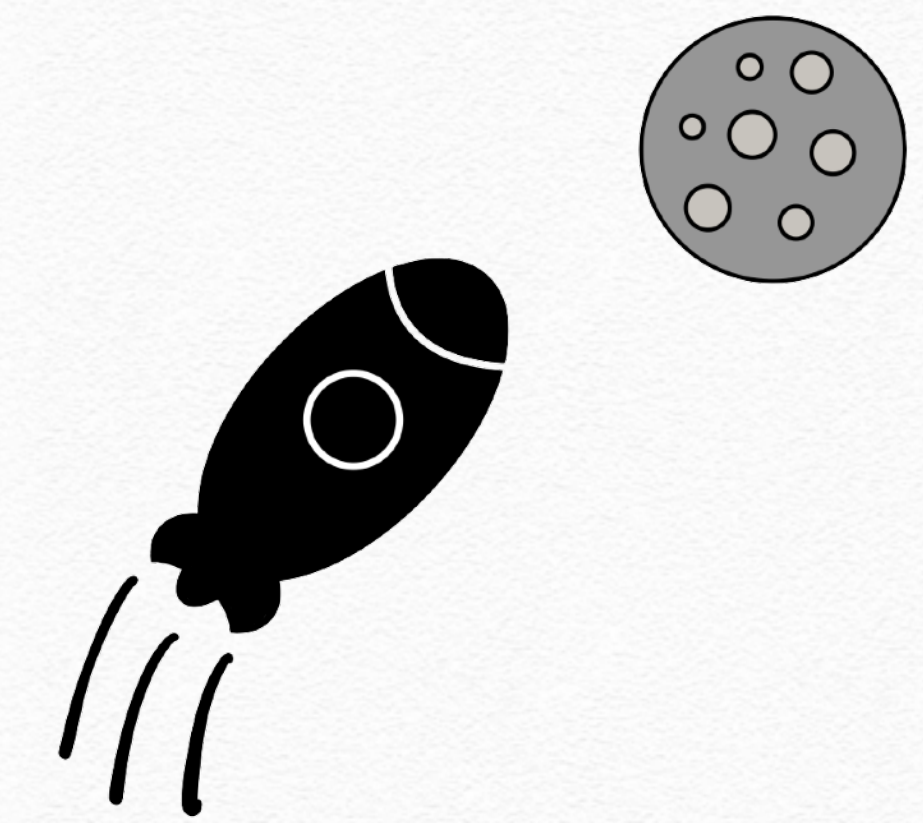
How to respond to the 4th Industrial Revolution?



Research shows that **collaborative problem solving** leads to **better outcomes**.



Working in a **team** encourages **personal growth**, increases **job satisfaction**, and **reduces stress**.



People are more likely to take calculated risks that lead to **innovation** if they have the **support of a team** behind them.

Adapted from Middleton, Tracy. "The Importance of Teamwork (as Proven by Science)." Work Life by Atlassian, Atlassian, 25 Jan. 2022, <https://www.atlassian.com/blog/teamwork/the-importance-of-teamwork>.

Scaling Scrum with Scrum@Scale



Paolo Sammicheli
Agile Education by Scrum Inc
Scrum Trainer & Coach

Linear Scalability: Scale-Free Architecture

- If you want to linearly scale, you need a “scale-free” architecture
- Otherwise you risk introducing waste into the system and slowing the whole organization down
- **Scale-free architectures are pervasive in biology (ex. neural networks)**
- **They are able to evolve to perform new functions more rapidly than alternative network designs**

Digital Darwinian world reveals architecture of evolution

Source: <http://chronicle.uchicago.edu/061207/darwin.shtml>

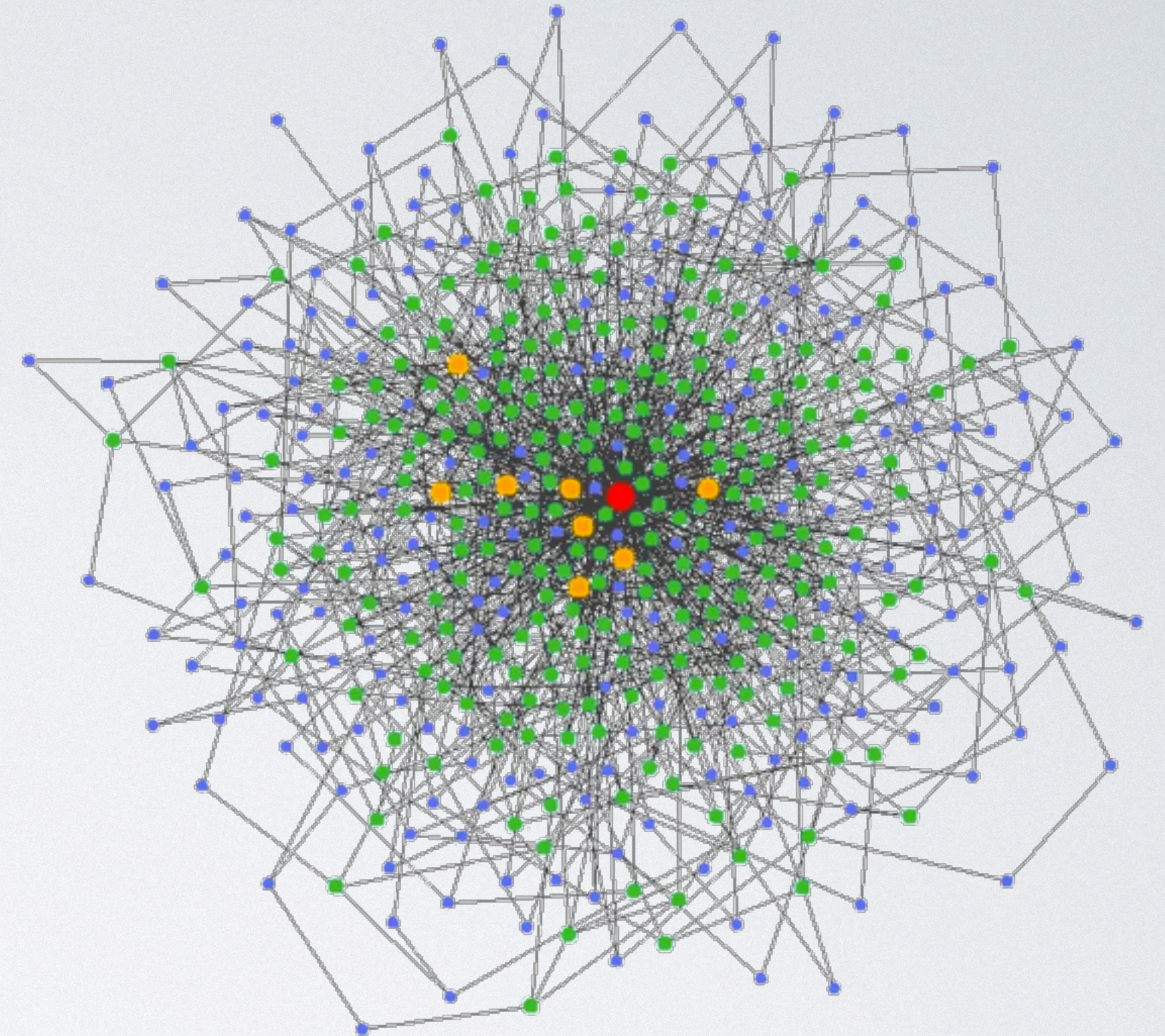
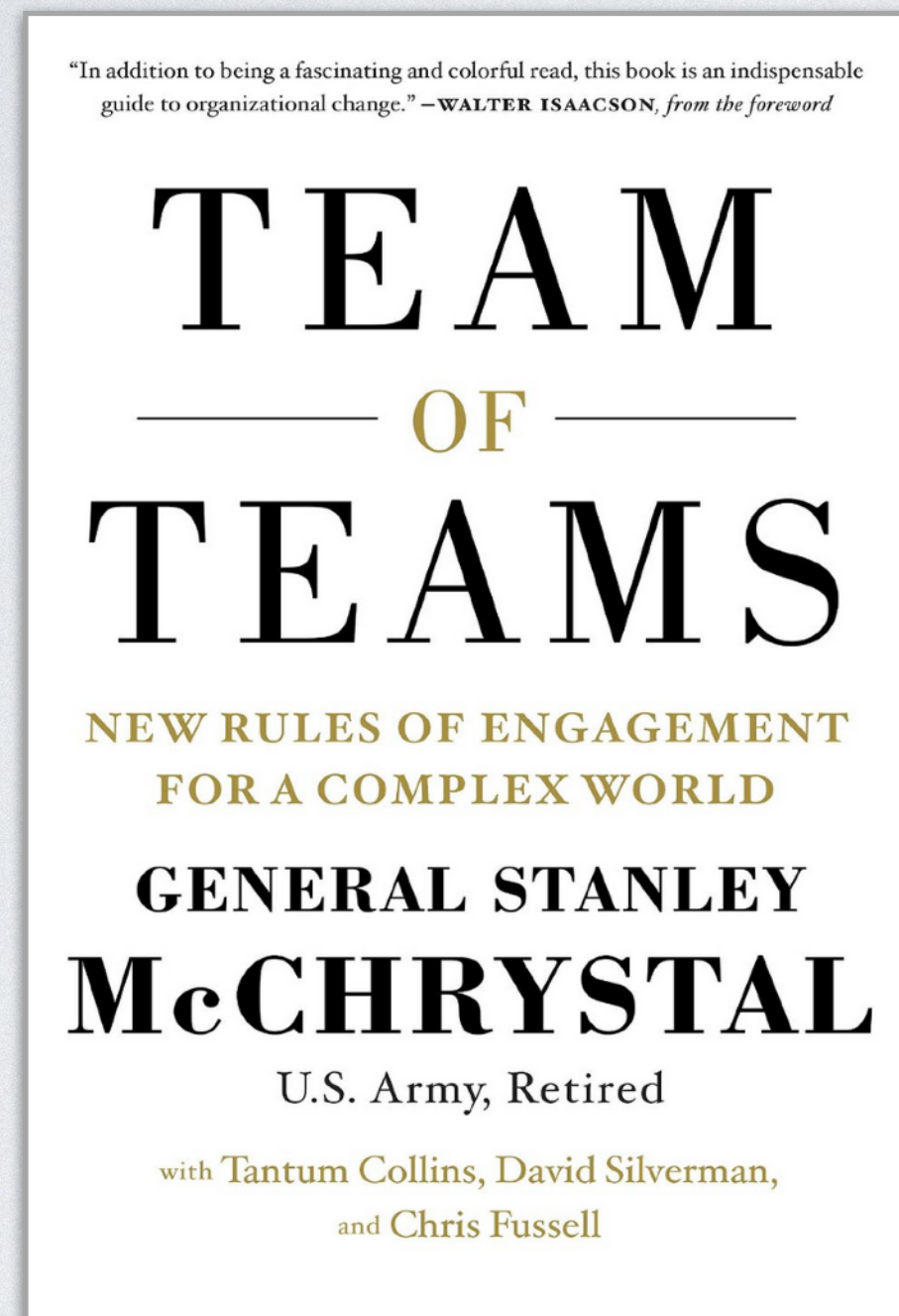
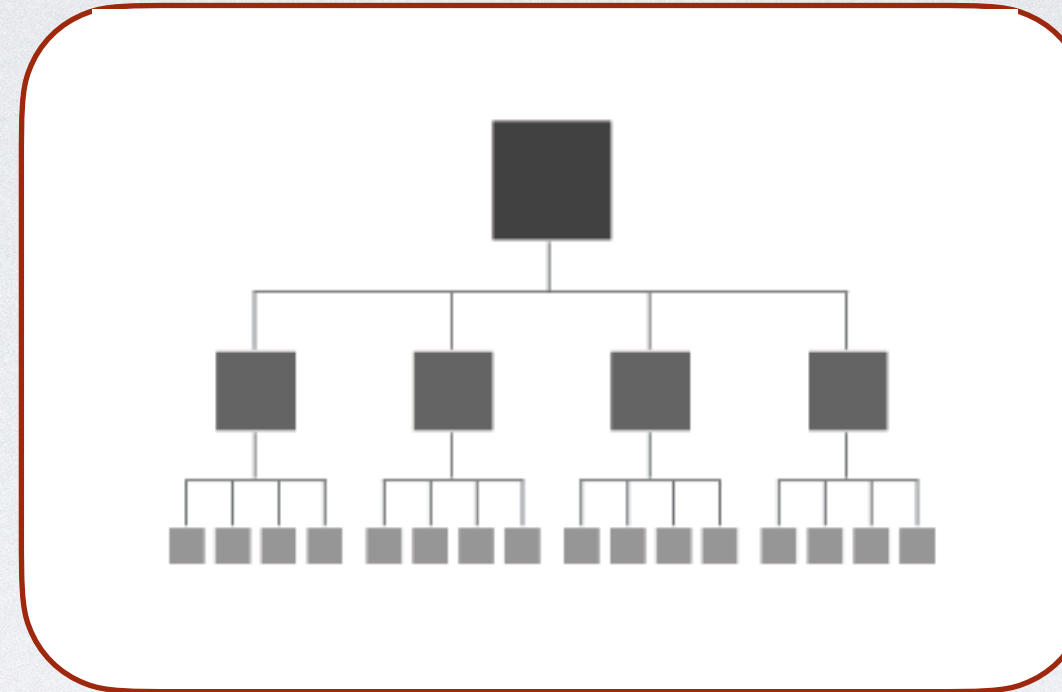


Diagram of a scale-free network that contains components with a highly diverse level of connectivity. Some components form highly interconnected hubs, while other components have few connections, and there are many levels of interconnectivity in between. Scale-free networks are pervasive in biology. Computer simulations at the University of Chicago show that scale-free networks are able to evolve to perform new functions more rapidly than an alternative network design.

Team of Teams

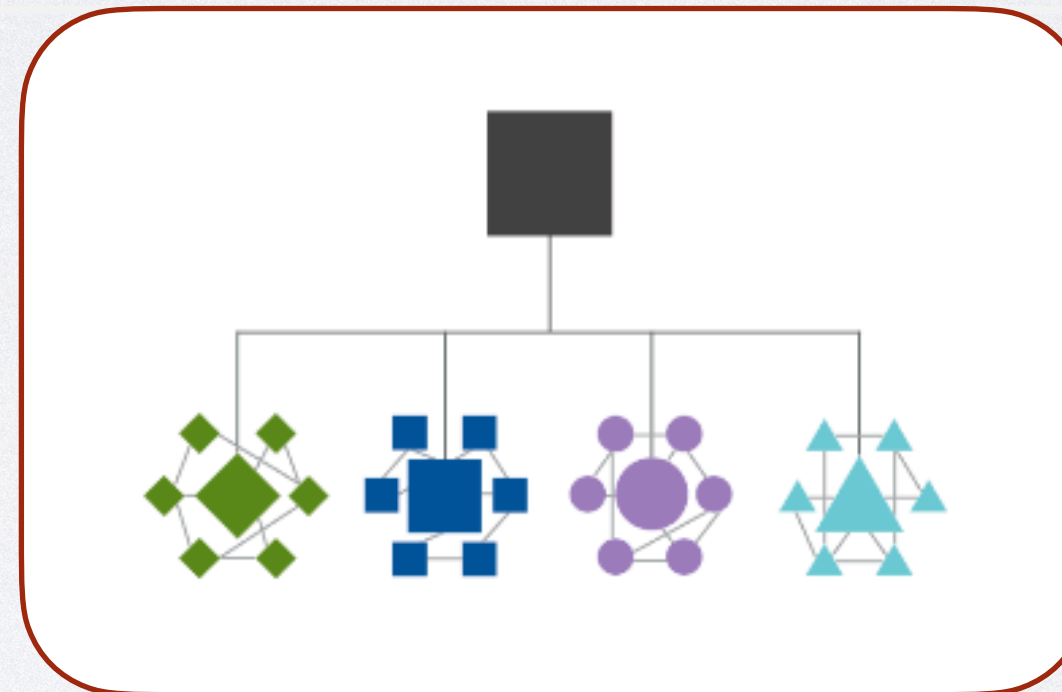


Command



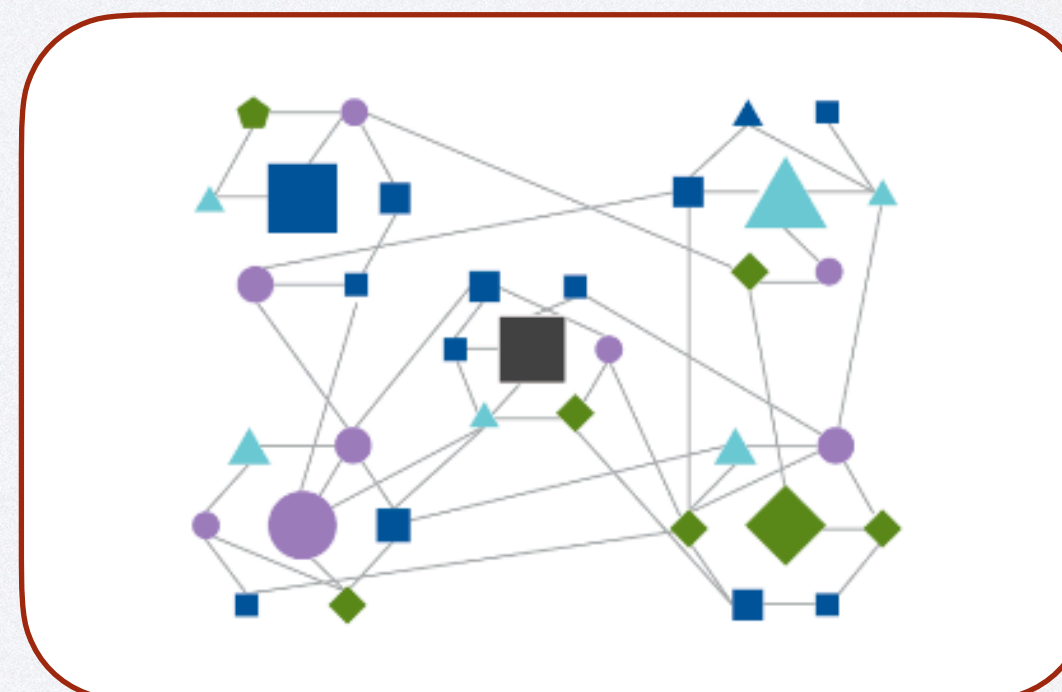
Traditional, top-down structure

Command of Teams



Small teams operate independently within a rigid structure

Team of Teams

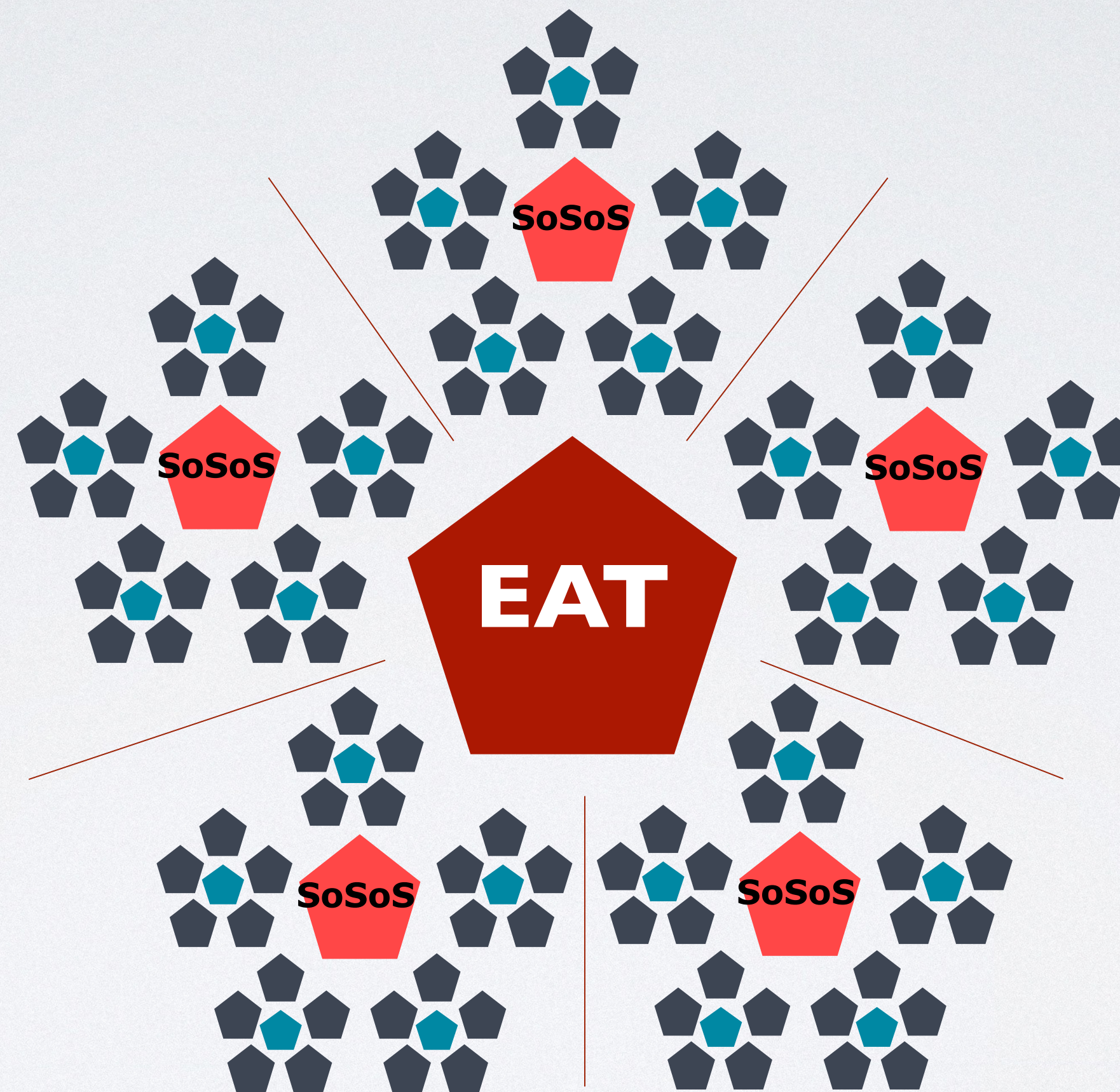


Relationship between teams resembles relationship between team members

Executive Action Team Perspective

Example: 125 Teams in 5 Value Streams

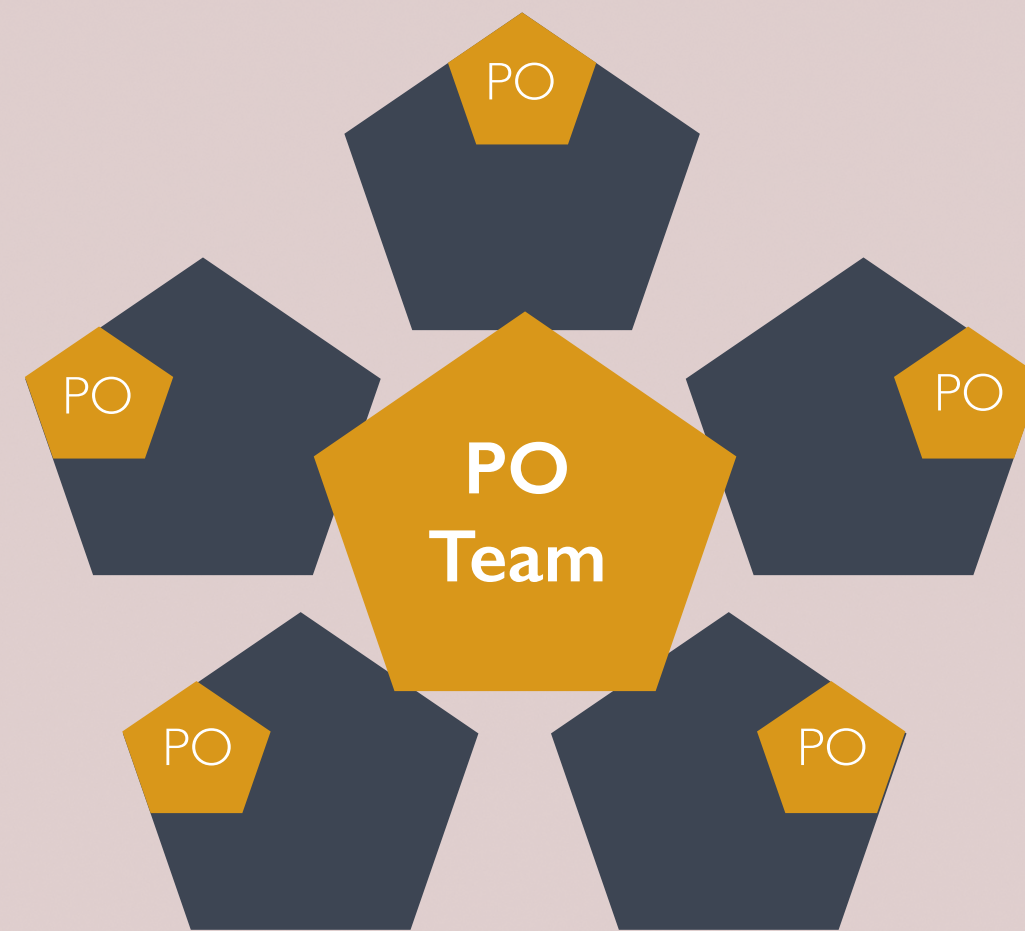
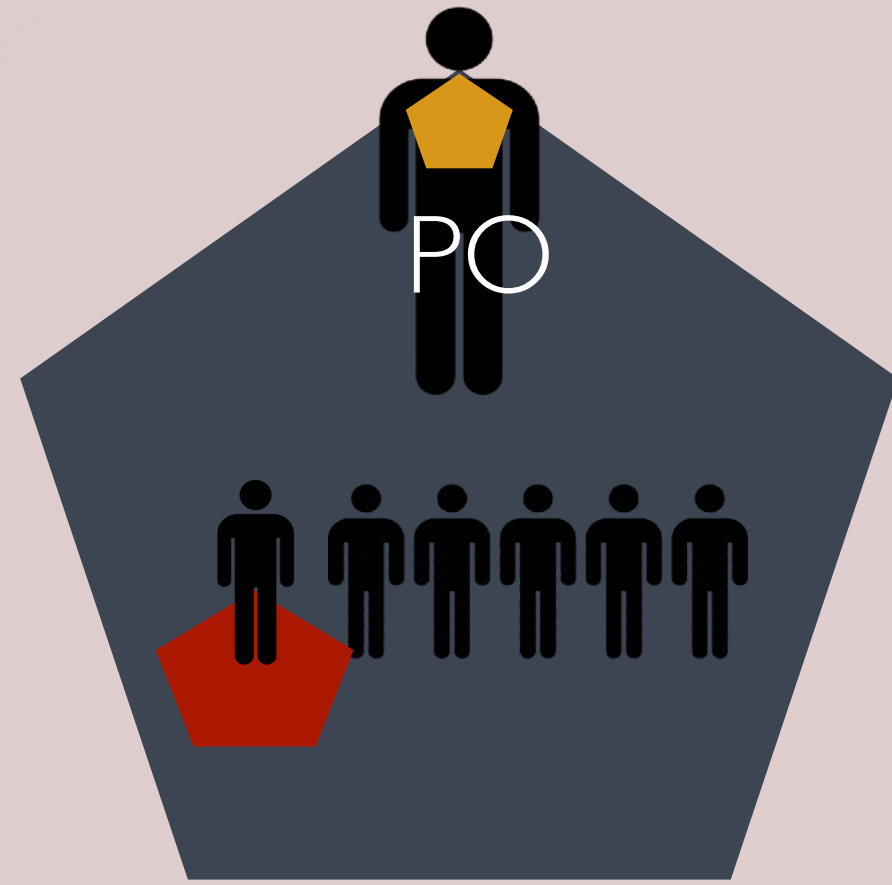
- EAT – Eats Impediments
- Ones the teams & SoS cannot remove by themselves
- Mirrors Daily Scrum in conciseness
- Limits Communication Pathways



Ex. 125 teams (625 people)
delivering products together

- Cross-Value Stream Coordination
- Ex: 625 People Coordinate in 60 min.
- Owns Organizational Transformation Strategy
- Executes Transformation Strategy or delegates it to the Agile Practice

Scaling the Product Owner



Product Owner

- Team
- Sprints
- Validated Learning

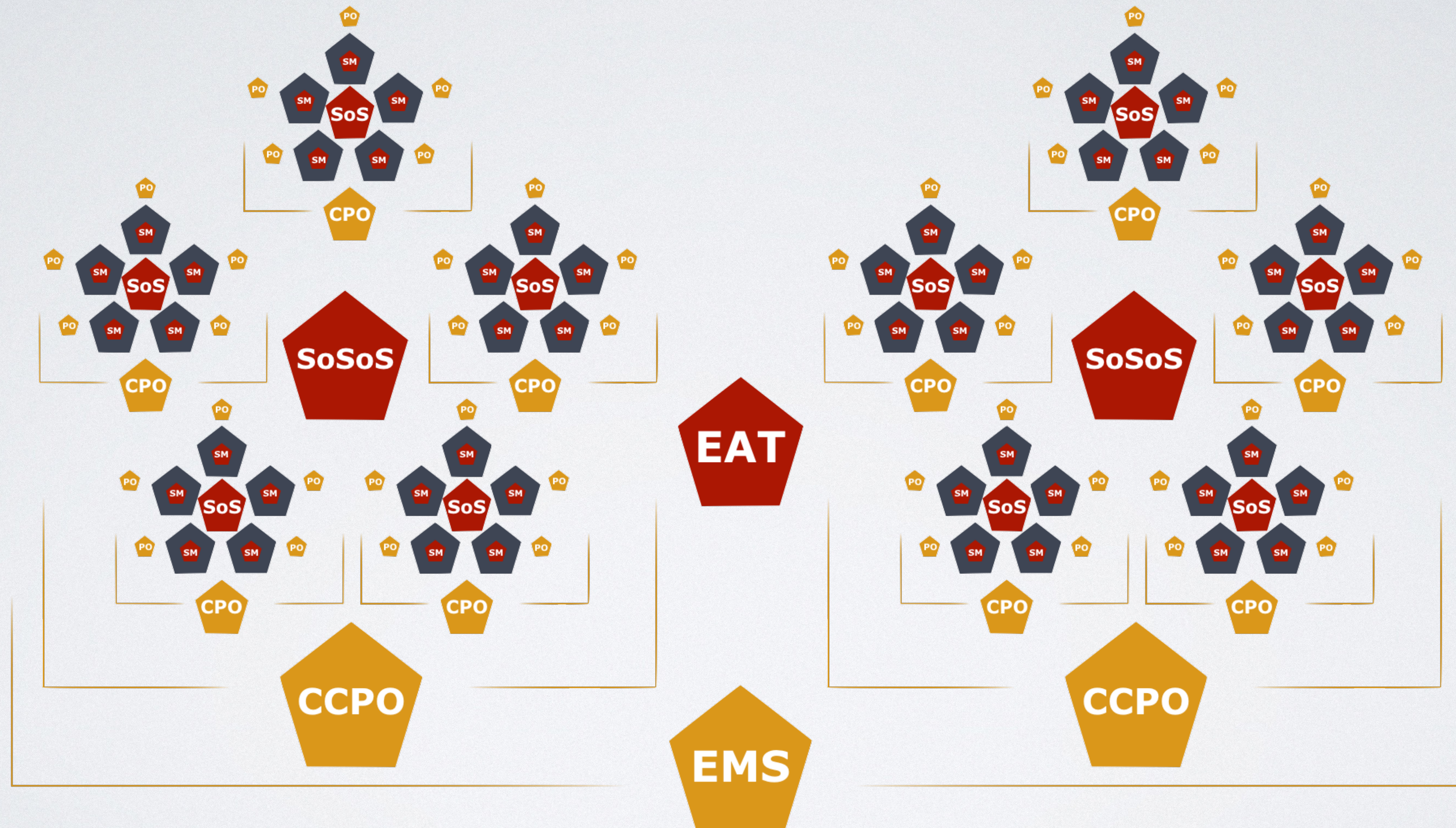
Chief Product Owner

- Multiple Teams
- Value Stream Priorities
- Roadmap

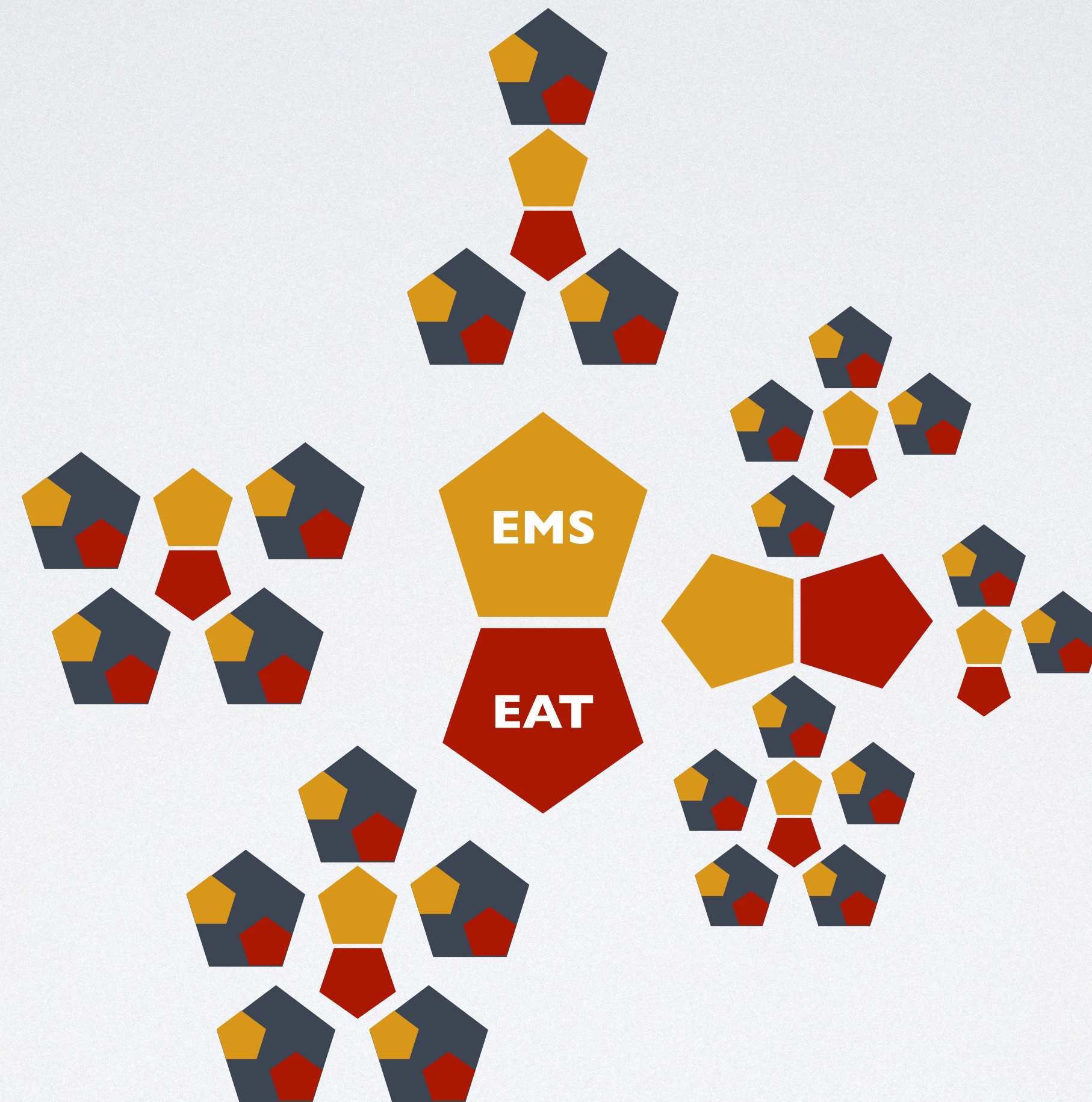
Executive MetaScrum Team

- Value Streams
- Vision
- Enterprise Priorities

Scaling 250 people



Real Life Structures: Asymmetry



"In an Agile Organization, leaders are members of one team and serve one or multiple teams for specific topics."

Jeff Sutherland

Scrum in Engineering and Construction



Silvia Furlan
CEO

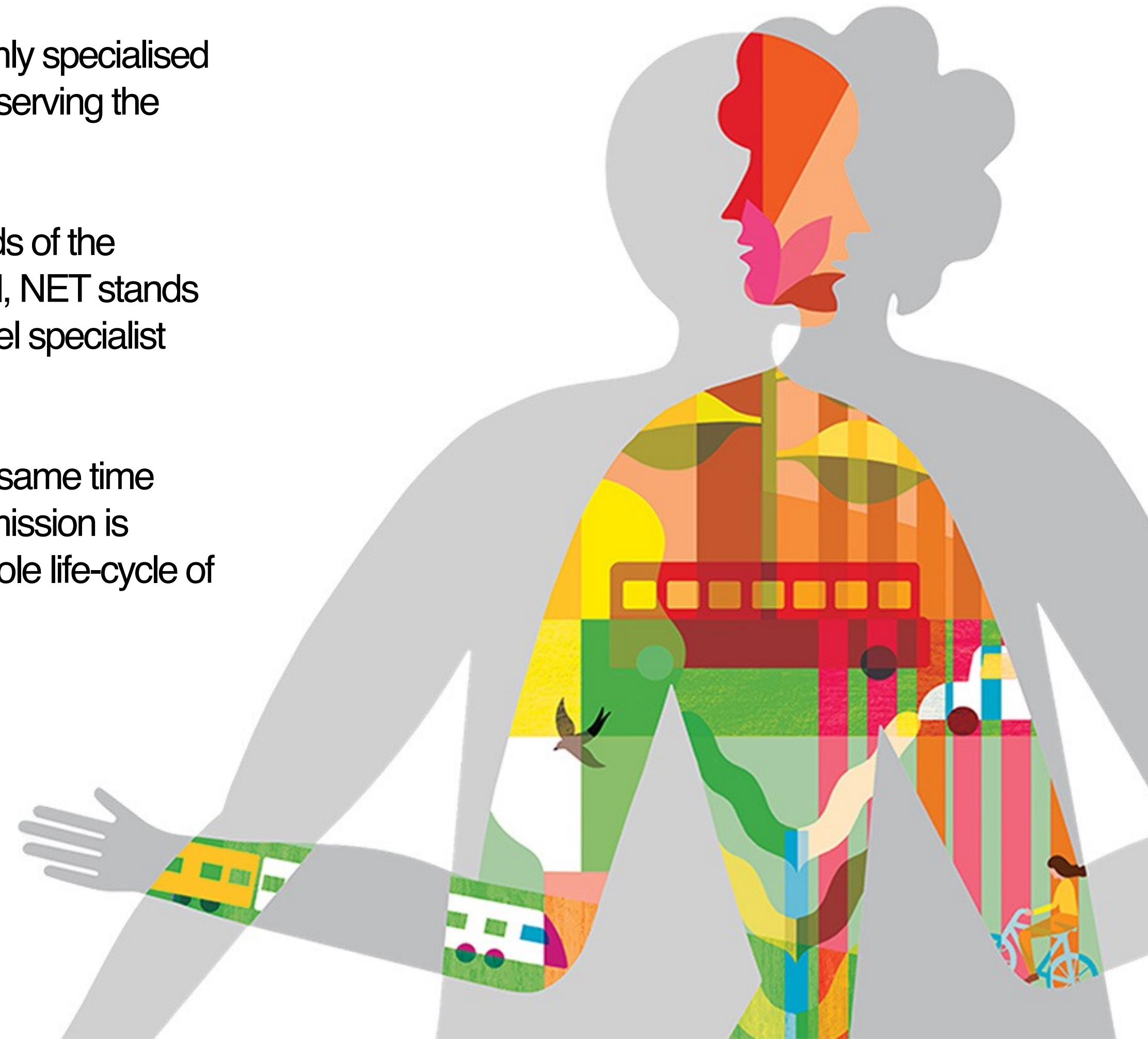


Company Profile

NET Engineering is an independent Italian engineering and architecture company, highly specialised in the design of transport infrastructure, urban redevelopment and engineering design serving the industrial sector.

As a result of 50 years of experience, NET interprets the context, pre-empting the needs of the market and clients, working with them and indicating the best design solutions. In detail, NET stands out in the Italian panorama for its ability to manage complex projects due to its high-level specialist skills, the ability to present them in discussions and integrate the contributions.

NET applies a creative, innovative approach aimed at finding futuristic answers, at the same time ensuring quality of project design and display to the benefit of all stakeholders. NET's mission is System Engineering and responsible planning and design which bears in mind the whole life-cycle of the works.



our manifest



Purpose

We leave future generations a better territory than the one we have inherited.

Identity

We are engineering artists, because we want each project to be a work of art.

We are greatly knowledgeable of the different skillsets needed to analyse all of our projects as a whole: from defining the problems to be solved to implementing each project task, without losing sight of our overarching vision that allows us to make each project unique and effective.

We describe our projects with great care, picking a communication style that enhances the unique project features and that effectively addresses each stakeholder. We describe our projects with great care, picking a communication style that enhances the unique project features and that effectively addresses each stakeholder.

Vision

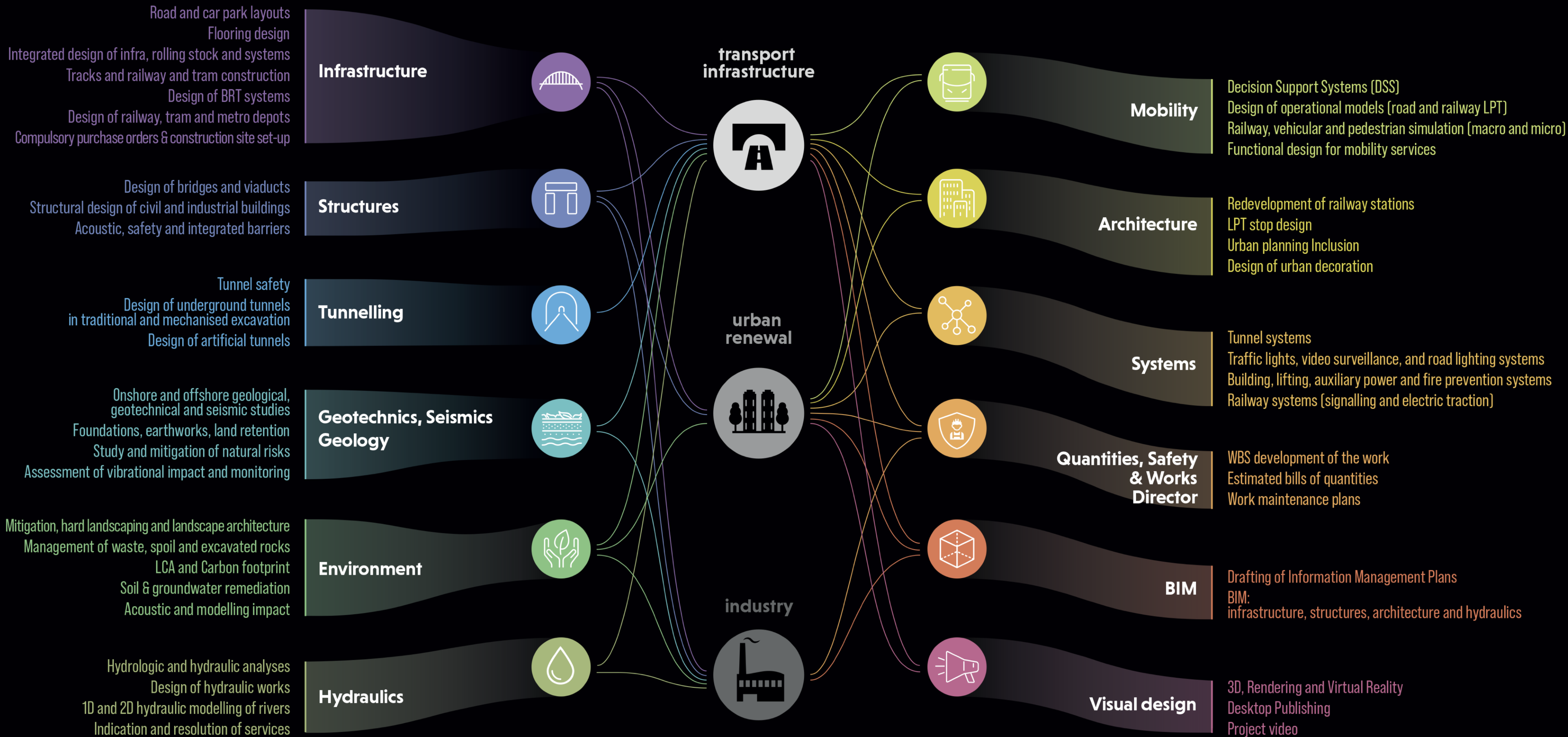
We want to be among the first independent Italian engineering and architecture companies with the ability to read our ever-changing world in order to create excellent projects together with our client.

Mission

We design mobility, urban renewal and industry solutions pioneering impeccable engineering and architectural practices in the spirit of excellence. We protect what the future generations will inherit by designing smart, shared, sustainable infrastructure.



Disciplines and technical competences



Facts and figures

staff

150

FTE
2023

170

FTE
Forecast 2024

turnover

22.3

M€
2023

25

M€
Forecast 2024

location

4

OFFICES
Italy

3

OFFICES
Abroad: Bulgaria,
Serbia, Denmark

certification


6

UNI EN ISO
9001
14001
45001
UNI 11337
UNI ISO 30415
UNI/PdR 125

Why Agile and Scrum

We adopted Scrum and Scrum@Scale between 2020 and 2021

Scrum helped us to address some criticalities:

 To manage complexity

 To put people at the center

 To empower people on decision making

 To foster the team spirit

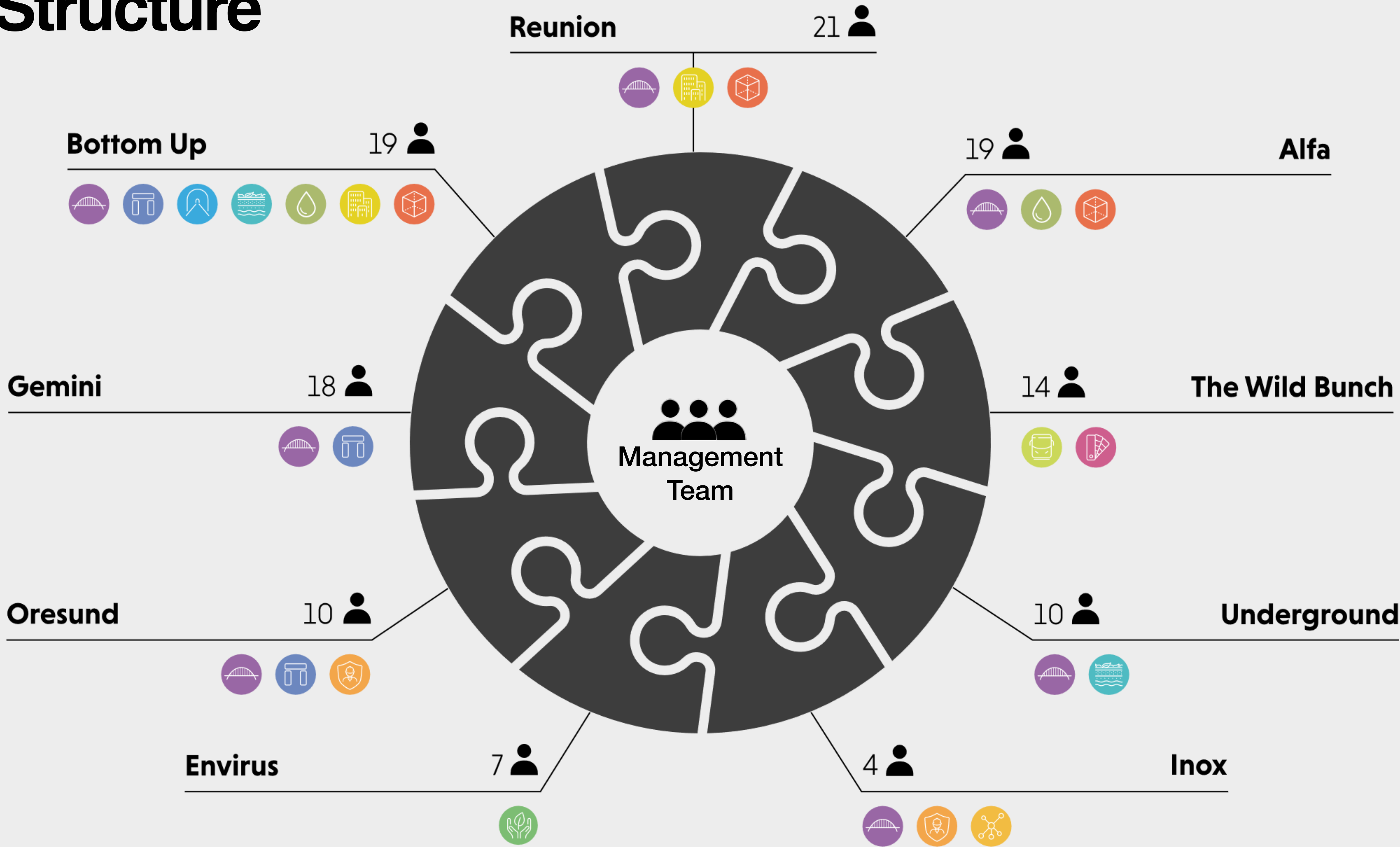


Company Structure

How we changed the organization



New Structure



People and disciplines

STRUCTURE

19 

- 2 Technical Director
- 2 Practice Leader
- 4 Senior

GEOTECHNICS

9 

- 2 Technical Director
- 1 Senior

HYDRAULICS

15 

- 1 Technical Director
- 2 Senior

ARCHITECTURE

25 

- 1 Technical Director
- 1 Practice Leader
- 2 Senior

SAFETY

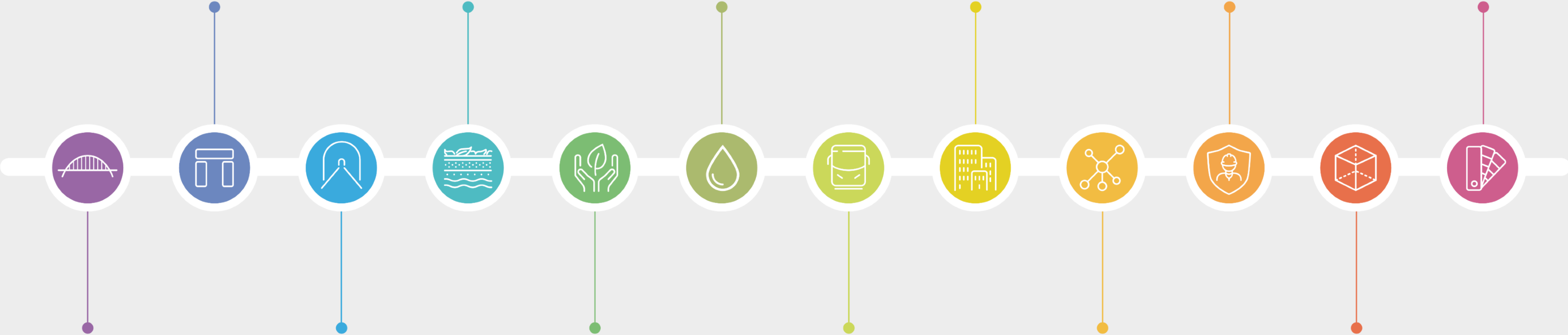
6 

- 1 Practice Leader

VISUAL DESIGN

3 

- 1 Practice Leader



INFRASTRUCTURE

25 

- 1 Technical Director
- 2 Practice Leader
- 8 Senior

TUNNELING

1 

- 1 Practice Leader

ENVIRONMENT

7 

- 1 Technical Director
- 1 Practice Leader
- 2 Senior

MOBILITY

9 

- 1 Technical Director
- 2 Practice Leader

SYSTEMS

1 

- 1 Senior

BIM

14 

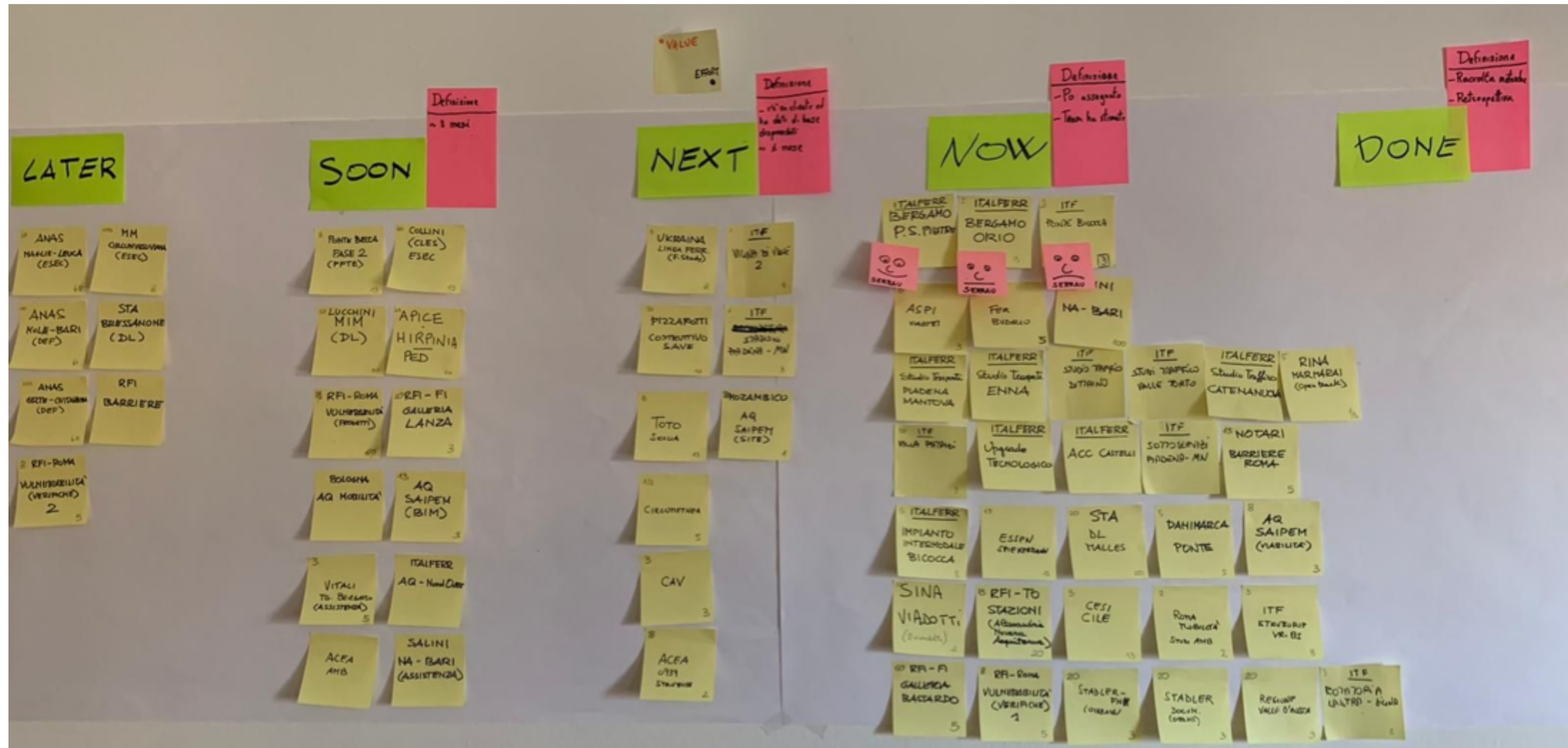
- 1 BIM Manager
- 1 Deputy BIM Manager

One enterprise Backlog

How we manage priorities and try to mitigate risks as soon as possible



Enterprise Backlog



Monselice, 25 February 2020

Enterprise Backlog

The screenshot shows a Trello board titled "Enterprise Backlog" with a Kanban workflow. The board is organized into six columns representing different time horizons:

- Very LONG Term (>12M)**: Contains several cards with red and yellow headers, including "Squadra 5 - PO Fioratti" and "PO Finocchietti".
- LONG Term (>6M & <12M)**: Contains cards with yellow and red headers, including "Squadra 9 - PO Soave" and "Squadra 4 - PO Lugli".
- MIDDLE Term (>3M & <6M)**: Contains cards with red and purple headers, including "Squadra 3 - PO Cibin", "Squadra 4 - PO Lugli", "Squadra 5 - PO Fioratti", and "Squadra 6 - PO Flora".
- Backlog to PLAN (<3M)**: Contains cards with green and red headers, including "Squadra 1 - PO Acciari", "PO Finocchietti", "Squadra 4 - PO Lugli", and "Squadra 6 - PO Flora".
- Current MONTH**: Contains cards with pink and red headers, including "Squadra 9 - PO Soave" and "PO Finocchietti".
- SUPER Criticità - argomenti discutere nella riunione giornaliera**: Contains cards with purple and blue headers, including "Squadra 5 - PO Fioratti", "Squadra 7 - PO Vanali", "Squadra 5 - PO Fioratti", "Squadra 6 - PO Flora", and "Squadra 9 - PO Soave".

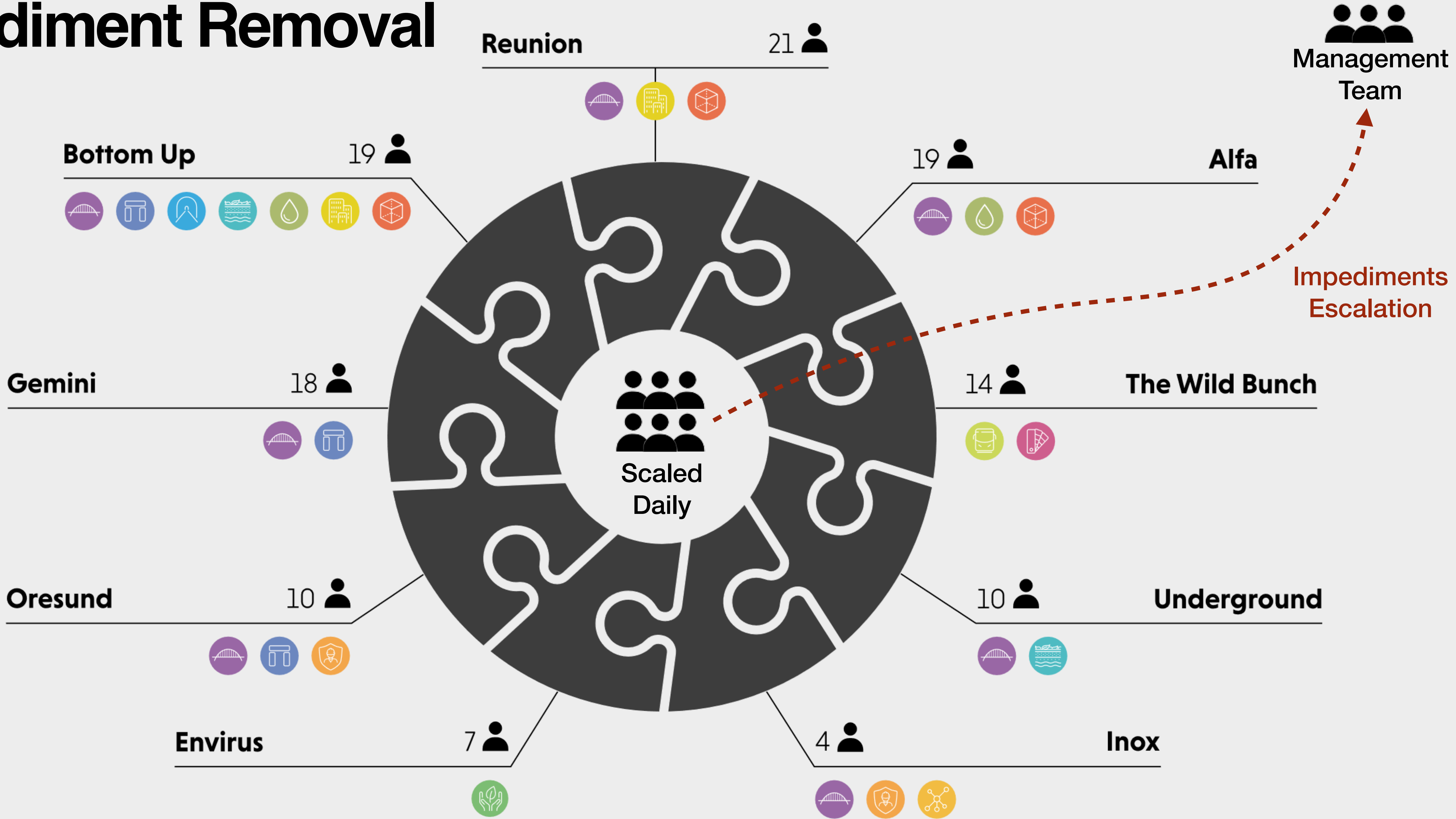
Each card contains a brief description of the task and is assigned to a team (e.g., "Squadra 5 - PO Fioratti"). The board also features a search bar, navigation icons, and a "Passa a..." dropdown menu.

Impediment Removal

How we try to make tomorrow
better than yesterday



Impediment Removal



mercoledì

giovedì

venerdì

lunedì

martedì

mercoledì

giovedì

venerdì

lunedì

martedì

MATTINA

DAILY SCRUM

DAILY PO

DAILY PO

DAILY PO

DAILY PO

SCALED DAILY SCRUM

SCALED DAILY SCRUM

SCALED DAILY SCRUM

SCALED DAILY SCRUM

SCALED DAILY SCRUM

SCALED DAILY SCRUM

SPRINT REVIEW

RETROSPECTIVE SM

POMERIGGIO

SPRINT RETROSPECTIVE

SPRINT PLANNING

BACKLOG REFINEMENT

METASCRUM REFINEMENT

BACKLOG REFINEMENT







Results

What we learned during the years



Scrum results | 01

-  Identifying and removing impediments and their causes quickly
-  Simplifying new employees onboarding process
-  Breaking down the distance/isolation during lockdown and smart working
-  Scrum helps to see problems earlier and to make prompt decisions. We work on our backlog refinement accurately to plan future activities in a more perspective way

Scrum results | 02



Reducing complexity:

- . it is easier to manage 10 teams than 100 people;
- . the continuity of people on projects makes the project more effective and people more satisfied



Every team is pushing its own members to be focused on the team goal and to go out their own standard activities.



We are fostering the feedback culture



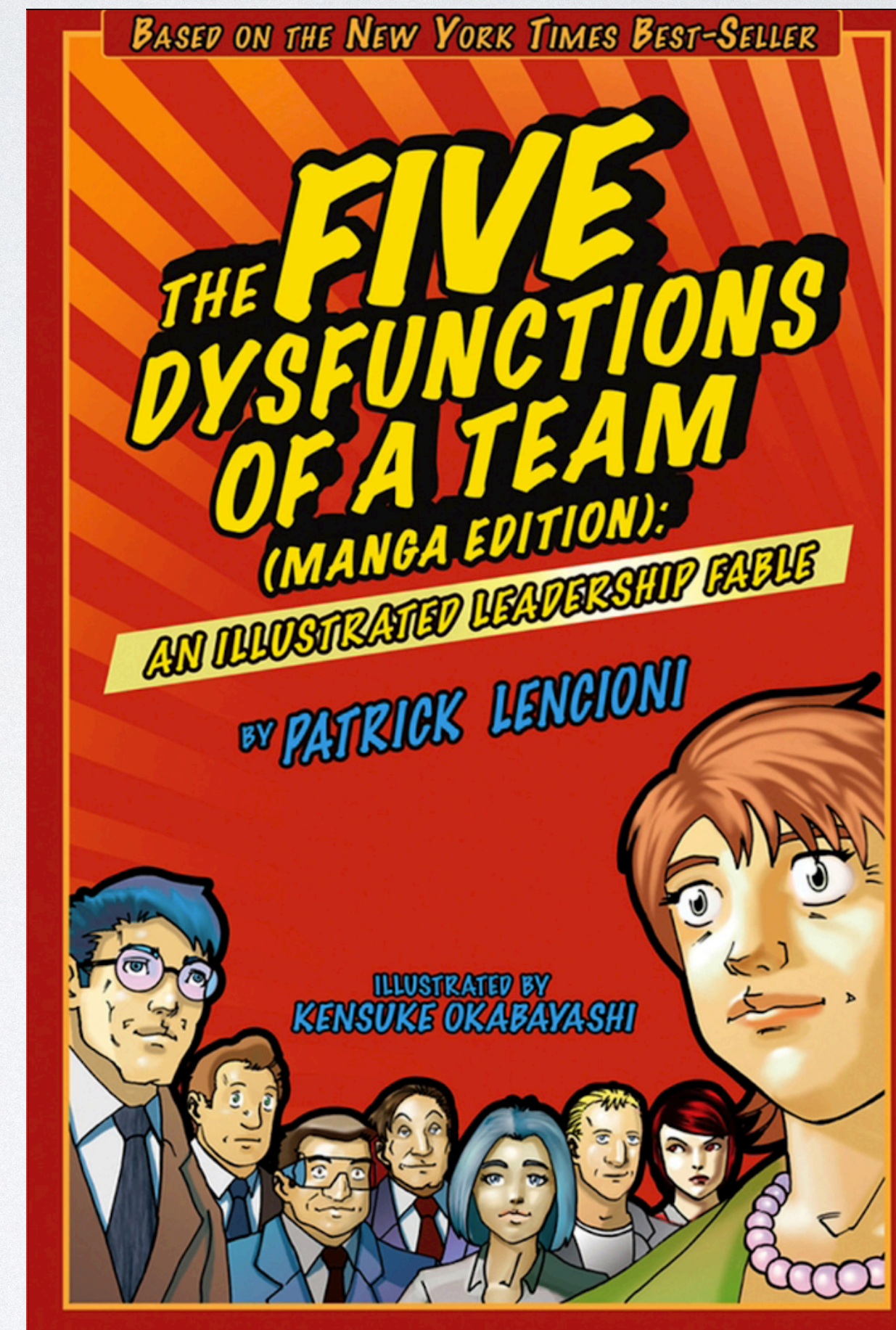
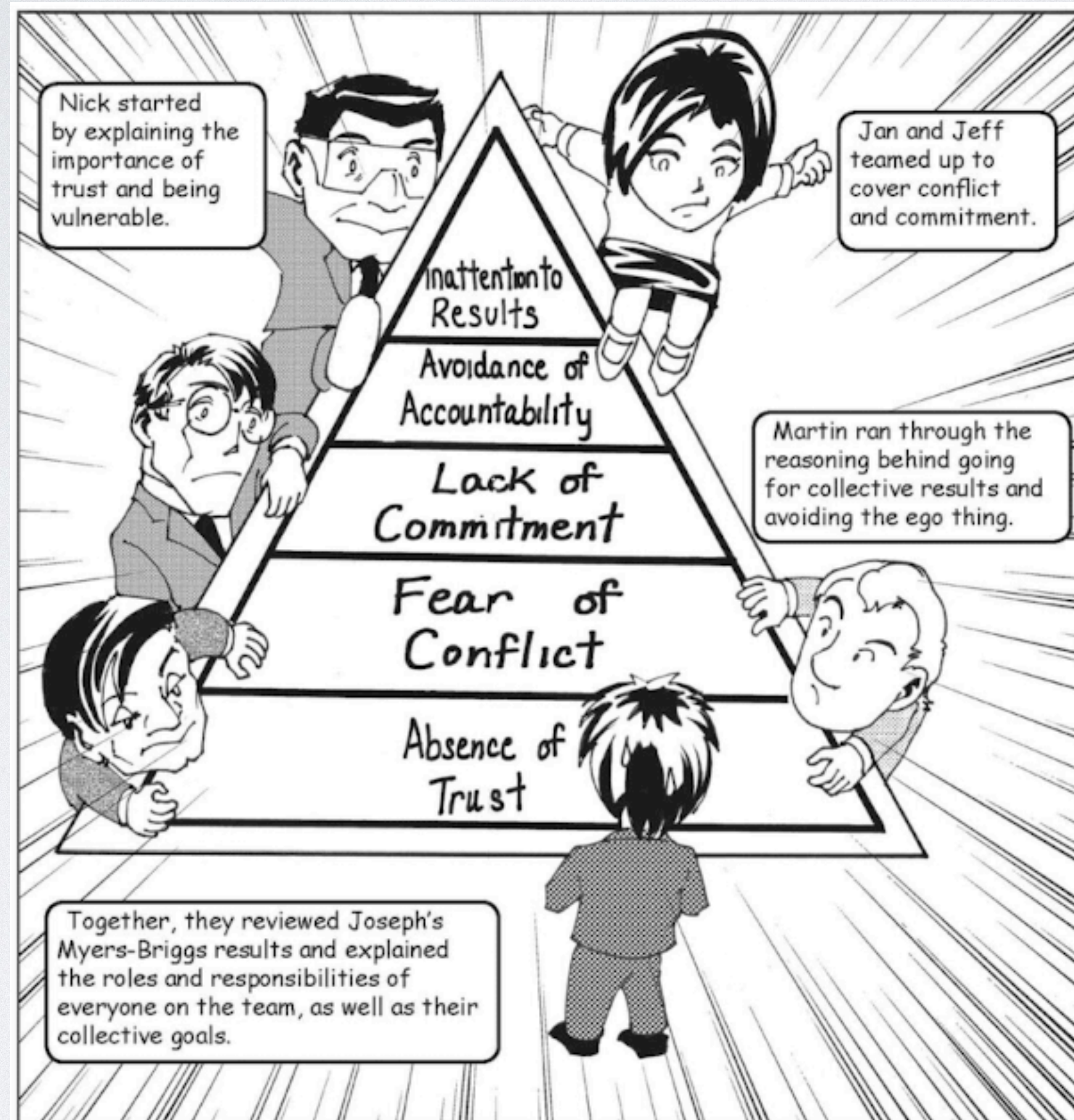
Coaching Management Teams

Learnings and Conclusion



Paolo Sammicheli
Agile Education by Scrum Inc
Scrum Trainer & Coach

Team Building for Management Team



Coaching Management Teams

- A Management Team is a team like any other. It needs:
 - Team events (LiftOff, Daily meetings, Retrospectives, etc)
 - Coaching
 - Team building activity
- Even in Scrum@Scale, the Management Team is not literally a Scrum Team:
 - Accountabilities are the same, but there will not necessarily be the Scrum roles
 - The feedback loop may have different cycles than the Sprint length. It requires more self-awareness and experimentation.



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PAOLO SAMMICHELI

Agile Business Coach | Scrum Trainer | Author | Speaker

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