Figure 1.1: Congruence

Chapter 4 Reference to Eeyore

Eeyore is a donkey in the Winnie the Pooh books. He expects things to go badly. He tends to be a martyr.
**Figure 4.1: Vacation email**

As you all know, I’m taking a two-week vacation starting August 3. In my absence, I’ve asked these people to take responsibility for the different pieces of my role:

Valerie: Program management, ext 145
Hudson: Project portfolio management, ext 272
Sherry: Team management, ext 189

If there is something that does not fall under these categories, please see Sherry. She will determine what to do.

Thanks, and I’ll see you when I return.

Johanna

---

**Figure 4.3: Decision Autonomy Continuum**

<table>
<thead>
<tr>
<th>Manager-based decisions</th>
<th>Delegation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tell: Management decision</td>
<td>Suggest: Team decides</td>
</tr>
<tr>
<td>Consult: After consultation, Manager decides</td>
<td>Team’s Decision: Fully Delegate</td>
</tr>
<tr>
<td>Consensus: Agree together</td>
<td></td>
</tr>
</tbody>
</table>

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### Figure 5.1: Management Time with Manager-Led Team

<table>
<thead>
<tr>
<th>Weekly Management Work</th>
<th>3 people</th>
<th>4 people</th>
<th>5 people</th>
<th>8 people</th>
</tr>
</thead>
<tbody>
<tr>
<td>One-on-ones (minimum): (30 mins/person)</td>
<td>90 minutes/week = 1.5 hrs</td>
<td>120 mins/week = 2 hrs</td>
<td>150 mins/week = 2.5 hrs</td>
<td>240 mins/week = 4 hrs</td>
</tr>
<tr>
<td>Team Meeting for learning or problem solving: 60 mins plus 30 mins prep</td>
<td>1.5 hrs</td>
<td>1.5 hrs</td>
<td>1.5 hrs</td>
<td>1.5 hrs</td>
</tr>
<tr>
<td>Spend time with your manager</td>
<td>1 hr</td>
<td>1 hr</td>
<td>1 hr</td>
<td>1 hr</td>
</tr>
<tr>
<td>Problem-solving time spent with your peers on behalf of your team: 4 hours/person</td>
<td>12 hours</td>
<td>16 hours</td>
<td>20 hours</td>
<td>24 hours</td>
</tr>
<tr>
<td>HR. Finance, other management work (ranges over the year, call it an average of one hour/person/week)</td>
<td>3 hrs</td>
<td>4 hrs</td>
<td>5 hrs</td>
<td>8 hrs</td>
</tr>
<tr>
<td>Organizational issues</td>
<td>Unpredictable</td>
<td>Unpredictable</td>
<td>Unpredictable</td>
<td>Unpredictable</td>
</tr>
<tr>
<td>Committed management time</td>
<td>19 hours</td>
<td>24.5 hrs</td>
<td>30 hrs</td>
<td>38.5 hrs</td>
</tr>
<tr>
<td>Best-case remaining management time</td>
<td>21 hours</td>
<td>15.5 hrs</td>
<td>10 hrs</td>
<td>1.5 hrs</td>
</tr>
</tbody>
</table>

### Figure 5.2: Management time with a Self-Managing Team

<table>
<thead>
<tr>
<th>Weekly Management Work</th>
<th>8 people</th>
<th>10 people</th>
<th>12 people</th>
<th>16 people</th>
</tr>
</thead>
<tbody>
<tr>
<td>One-on-ones (minimum): 10 mins prep 20 mins in the one-on-one Assume most one-on-ones biweekly</td>
<td>4 people * 30 mins/week = 2 hrs</td>
<td>5 people * 30 mins/week = 2.5 hrs</td>
<td>6 people * 30 mins/week = 3 hrs</td>
<td>8 people * 30 mins/week = 4 hrs</td>
</tr>
<tr>
<td>Organize Community of Practice for team-based learning or problem solving</td>
<td>1.5 hrs</td>
<td>1.5 hrs</td>
<td>1.5 hrs</td>
<td>1.5 hrs</td>
</tr>
<tr>
<td>Spend time with your manager (or with others) on more strategic issues</td>
<td>1 hr</td>
<td>1 hr</td>
<td>1 hr</td>
<td>1 hr</td>
</tr>
<tr>
<td>Peer coordination to see and remove impediments (Large at first, then more consistent)</td>
<td>15 hours</td>
<td>15 hours</td>
<td>15 hours</td>
<td>15 hours</td>
</tr>
<tr>
<td>HR. Finance, other management work (ranges over the year, call it an average of one day/week)</td>
<td>8 hrs</td>
<td>8 hrs</td>
<td>8 hrs</td>
<td>8 hrs</td>
</tr>
<tr>
<td>Organizational issues</td>
<td>Unpredictable</td>
<td>Unpredictable</td>
<td>Unpredictable</td>
<td>Unpredictable</td>
</tr>
<tr>
<td>Committed management time</td>
<td>27.5 hrs</td>
<td>28 hrs</td>
<td>28.5 hrs</td>
<td>29 hrs</td>
</tr>
<tr>
<td>Best-case remaining management time</td>
<td>12.5 hrs</td>
<td>12 hrs</td>
<td>11.5 hrs</td>
<td>11 hrs</td>
</tr>
</tbody>
</table>
**Figure 15.1: Personal Value Stream Map**

<table>
<thead>
<tr>
<th>Item 1: Work time</th>
<th>Item 2: Work time</th>
<th>Item 3: Work time</th>
<th>Item 1: Work time</th>
<th>Item 1 done</th>
<th>...</th>
<th>Repeat until all your items done</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wait time</td>
<td>Wait duration</td>
<td>Wait duration</td>
<td>Wait duration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>until return</td>
<td>until return</td>
<td>until return</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>to Item 1</td>
<td>to Item 2</td>
<td>to Item 3</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Work time:** Add all the durations in blue, above the line

**Wait time:** Add all the durations in red, below the line

*Cycle time = Work time plus Wait time.*

*Consider rounding the total hours to days in quarter increments.*

**Figure 15.2: Manager Decision and Wait Times**

<table>
<thead>
<tr>
<th>Manager Decision and Wait Times</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gather Data</td>
</tr>
<tr>
<td>20 mins</td>
</tr>
</tbody>
</table>

**Wait time**

- 3-5 Days
- 2-4 Days

*Total cycle time for decision = 2.5 hours (work) + 5-9 days (wait) = 10+ days*
Figure 15.3: Parallel Personal Value Stream

```plaintext
Item 1: Work time: 1 hr
Wait time: Wait time for Item 1: 5 days
Item 2: Work time: 5 hr
Wait time: Wait time for Item 2: 8 days
Item 3: Work time: 20 min
Wait time: Wait duration until return to Item 3: 8 days

Work time: 2 hour
Wait time: 10 days
Total cycle time: 10 + days

Work time: 8 hour
Wait time: 13 days
Total cycle time: 14 days

Work time: 40 mins work time plus 8 days wait so far
```
Bibliography and Web Addresses

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[WEI02] Weinberg, Gerald M. *More Secrets of Consulting: The Consultant’s Toolkit*. Dorset House, New York, 2002. Consultants and managers have many actions in common. Most of all, they don’t *do* much of the work. They facilitate and enable people work better. In this slim volume, Weinberg discusses Satir’s self-esteem toolkit. Every manager needs their yes/no medallion. If you only read that part, you might become an even more successful modern manager.

More from Johanna

I consult, speak, and train about all aspects of managing product development. I provide frank advice for your tough problems—often with a little humor.

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- Practical Ways to Lead and Serve (Manage) Others: Modern Management Made Easy, Book 2
- Practical Ways to Lead an Innovative Organization: Modern Management Made Easy, Book 3
- Write a Conference Proposal the Conference Wants and Accepts
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—Johanna