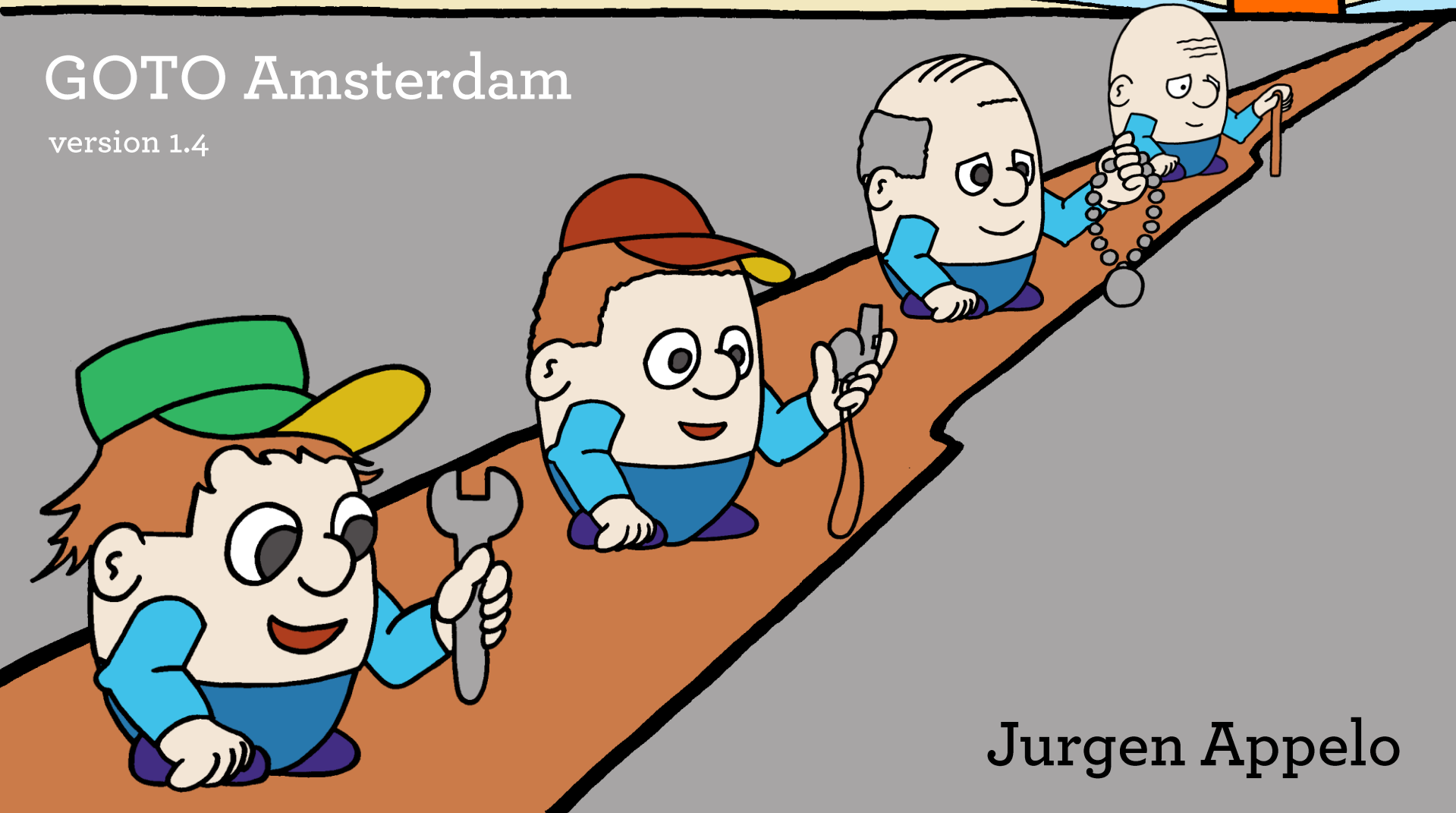


Let's Help Melly

GOTO Amsterdam

version 1.4



Jurgen Appelo



NOOP.NL

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« [Question for Time Travelers](#) | [Main](#) | [Status Update of My Book on Complexity](#) »

JANUARY 20, 2008

Why I Started This Blog

The reason I started this blog is as follows:

I intend to write a book. In fact, I am already working on it. It's going to be a book about *complex systems* and its relation to *software engineering*. Since many years I have been fascinated by the complexity of systems in biology, sociology, economics, physics and other scientific areas. And also complexity in politics and philosophy, which may not be very scientific but which is quite interesting nevertheless. (And heated debates with friends on this subject can be very amusing.)

One thing I noticed is that many aspects of complexity can also be found within the context of software projects. As a computer programmer, project manager, development manager and coffee maker I have been a participant in building software systems for almost 15 years. Lots of them have been spectacular and stunning failures. But I admit, reluctantly though, that I have delivered some successes too, most of them accidentally.

This blog will be dedicated to my attempt to write a book about complex systems and the complexity of software engineering. Here you can read about my progress, interesting material I found, conclusions I have drawn, previews of texts I have written, and every detail of my pain and suffering while going through this ordeal of writing a book. In the meantime I would love to hear your feedback about anything I am writing (or going to write), because a) feedback motivates me to keep going; b) it helps me to improve my texts; and c) it makes me look more popular, which might help me sell more copies of my book later on.

So bookmark this page now and make sure that you return here once in a while. I'll make you some coffee and we will have a nice chat about complexity, software engineering and the art of delivering horrible software.

The Addison-Wesley Signature Series

A MIKE COHEN SIGNATURE BOOK
Mike Col

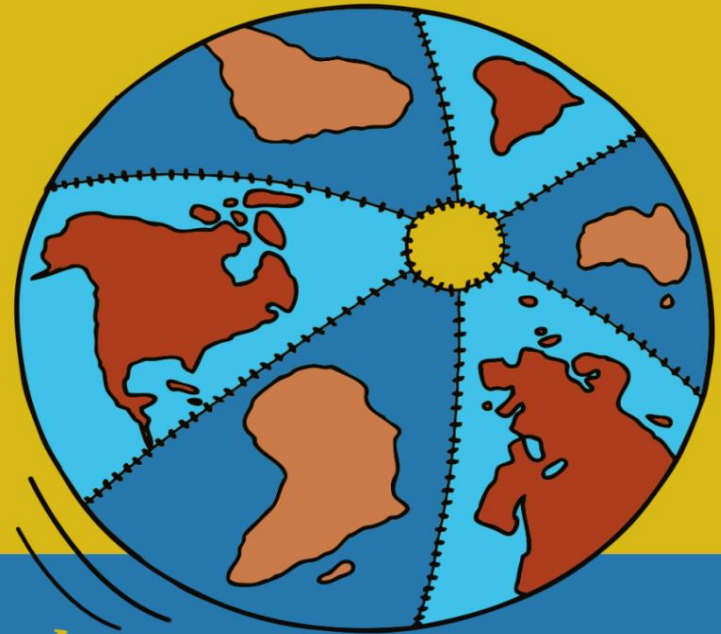
MANAGEMENT 3.0

LEADING AGILE DEVELOPERS,
DEVELOPING AGILE LEADERS

JURGEN APPELO



Forewords by Robert C. Martin and Ed Yourdon



Jurgen Appelo HOW TO CHANGE THE WORLD

CHANGE MANAGEMENT 3.0

MANAGEMENT 3.0

Agile Leadership Practices

Information The Book The Course Book the Course! Interesting Stuff Practices

Agile Leadership Practices

Introduction
Course Description
Training Schedule
Course Materials
Training Agents
Licensed Trainers
Testimonials

BOOK
THE
COURSE!

Course Schedule

These are the scheduled dates for Management 3.0 courses, as agreed with trainers in various countries. Please contact the local training partner for your bookings.

10+11 September 2012, **Montréal**, Canada <<register here>>
(Pyxis) François Beauregard
Attention! Course language: French

11+12 September 2012, **Frankfurt**, Germany <<register here>>
(Adviclo), Tonio Crows
Attention! Course language: German

11+12 September, **Helsinki**, Finland
(Tieturi Oy) Jürgen Appelo

12+13 September 2012- **Vienna**, Austria <<register here>>
(ANECON), Michael Leber
Attention! Course language: German

13+14 September 2012- **Zürich**, Switzerland <<register here>>
(pragmatic solutions) Misha Ramseier
Attention! Course language: German

13+14 September 2012 **Gent**, Belgium <<register here>>
(Co-Learning) Jürgen de Smet

17+18 September 2012, **Geneva**, Switzerland <<register here>>
(Pyxis) François Beauregard
Attention! Course language: French

18 September 2012, **Stockholm**, Sweden <<register here>>
(Citerus), Mikael Boman
Attention! 1 day course, language: Swedish

18+19 September 2012, **Oslo**, Norway <<register here>>
(leverage 51) Jürgen de Smet

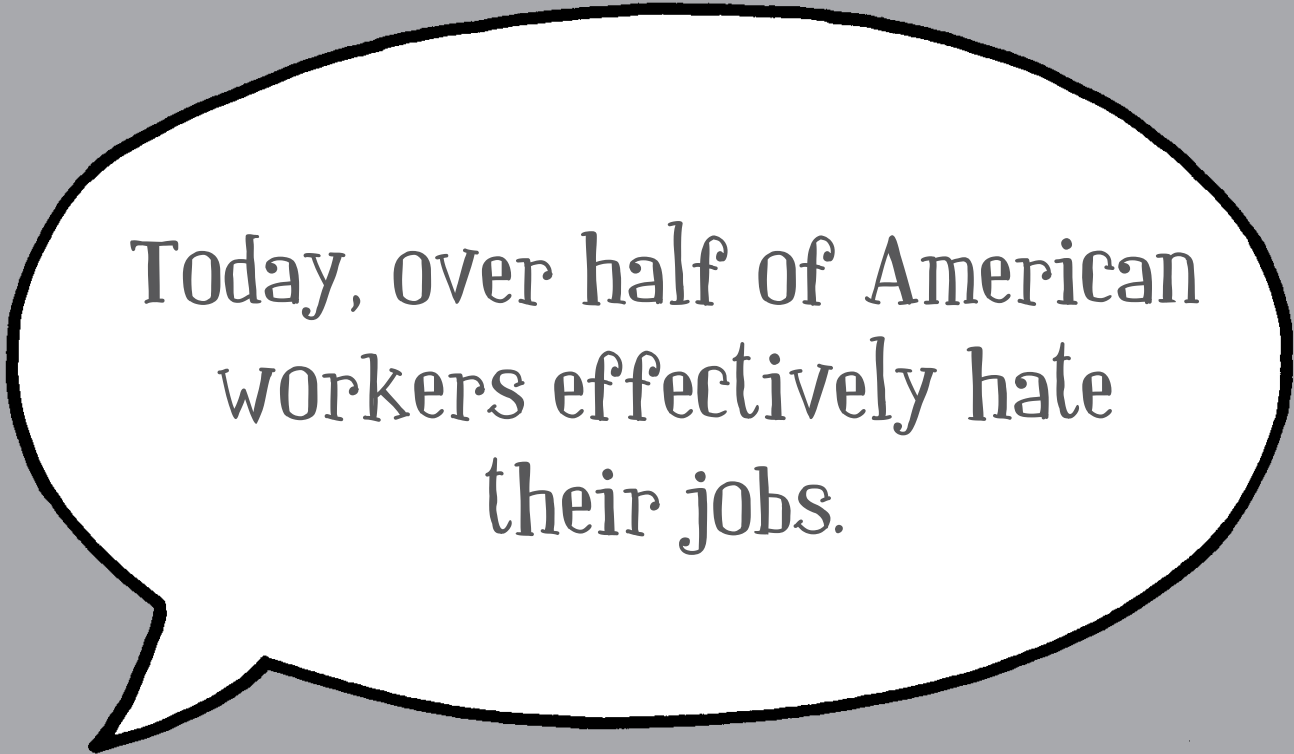
19+20 September 2012- **Vienna**, Austria <<register here>>
(horizonlooper) Christof Braun

Meet Melly...



Melly is not happy...





Today, over half of American
workers effectively hate
their jobs.

FASTCOMPANY

The Sharp Drop-Off In Worker Happiness

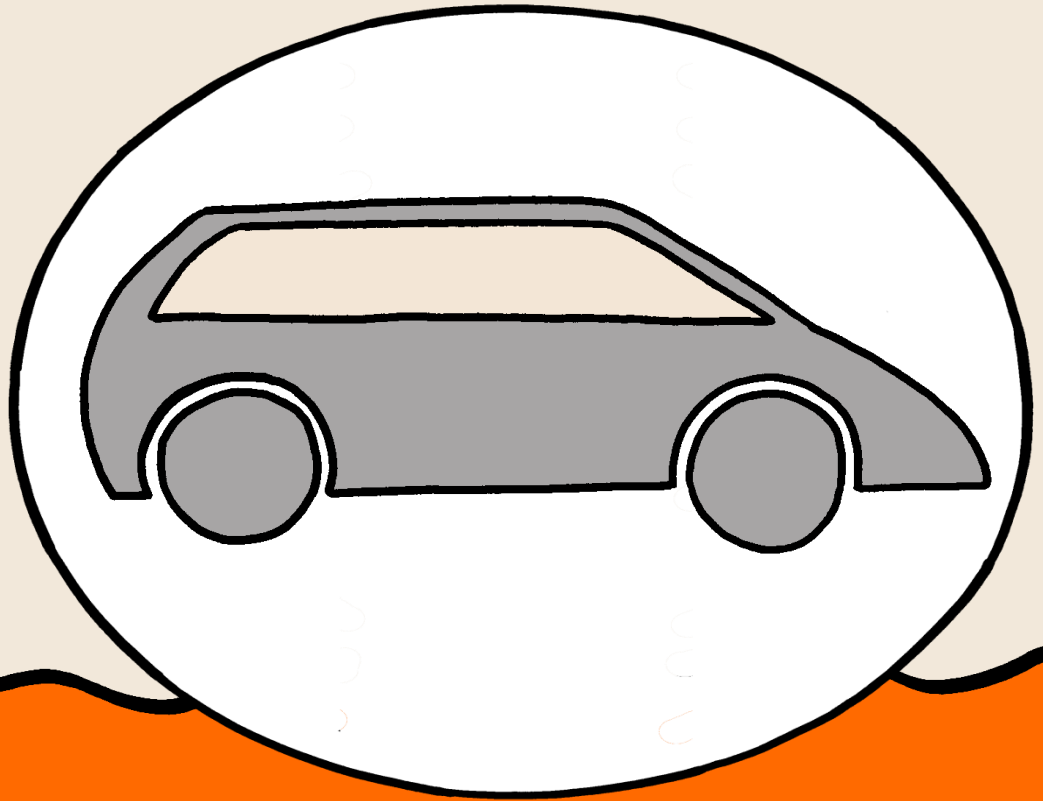
<http://www.fastcompany.com/1835578/sharp-drop-worker-happiness-and-what-your-company-can-do-about-it>

Maybe we'll be happier
if we perform better?



We can help
with that!





Some people think
of an organization
as a machine.

scientific management

project management

structured programming

This has led to a lot of
construction work.



You all play a part in the whole construction. Your goal is to increase performance!



But...



70 percent of all strategies
and projects fail.

FORTUNE

Why CEOs Fail

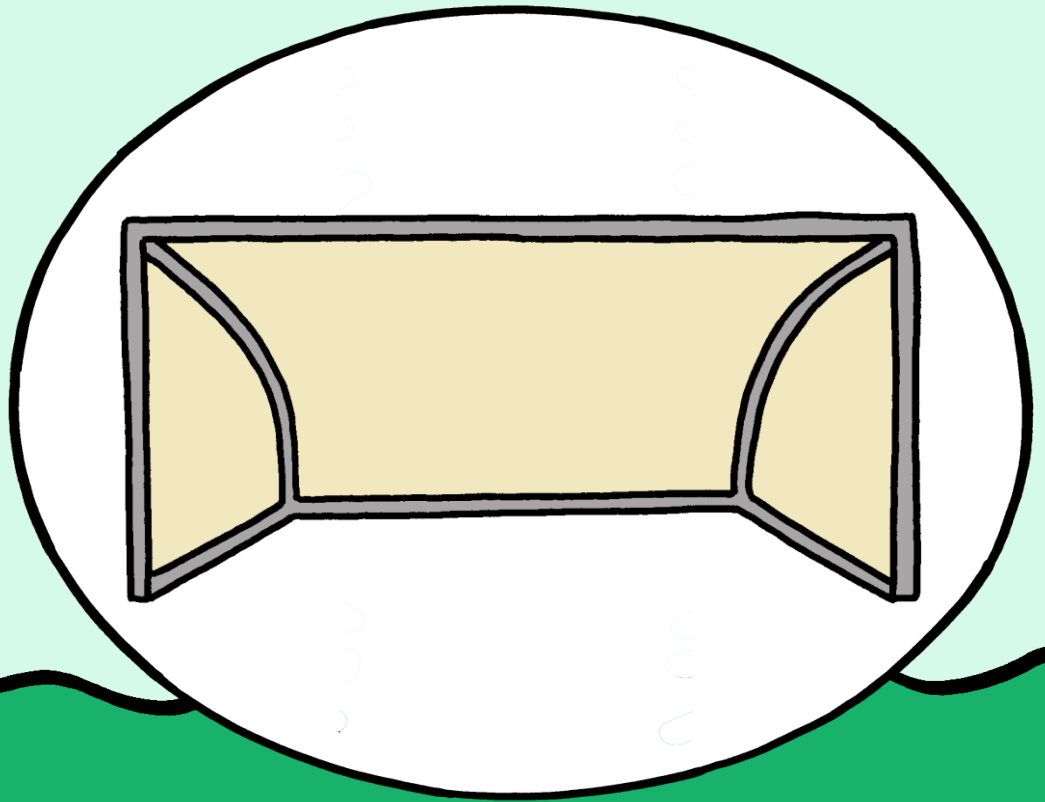
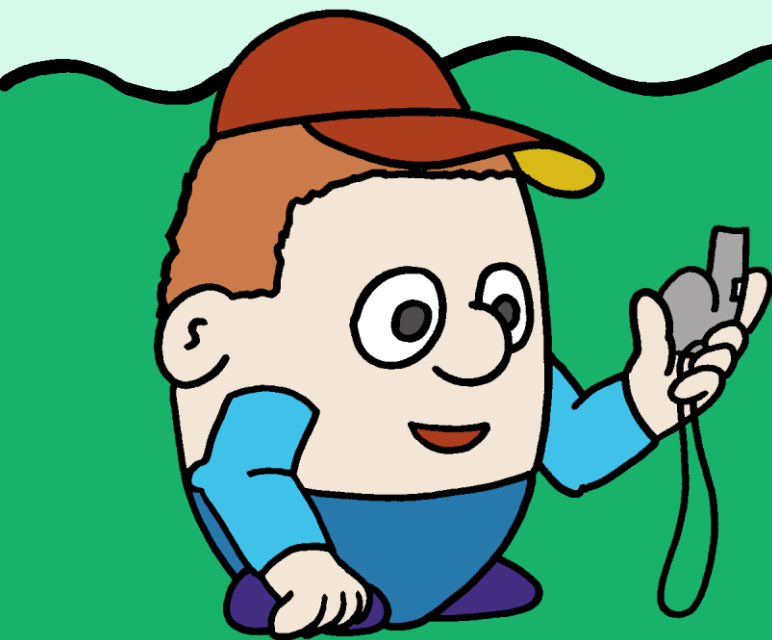
http://money.cnn.com/magazines/fortune/fortune_archive/1999/06/21/261696/index.htm

We're still not happy. Maybe
we should work toward a
greater purpose?



We can help
with that!





Some people think
of an organization
as a sport.

six sigma

TQM

TOC

BPR



This has led to a
competition of
methods.

I have a great idea!
Now you must all change for
the greater good.



But...

Fads often fail to deliver on their promises, a factor that contributes to their short life cycles and rapid decline.



**Harvard
Business
Review**

Spotting Management Fads

<http://hbr.org/2002/10/spotting-management-fads/ar/1>

At the same time the world is
getting more complex.

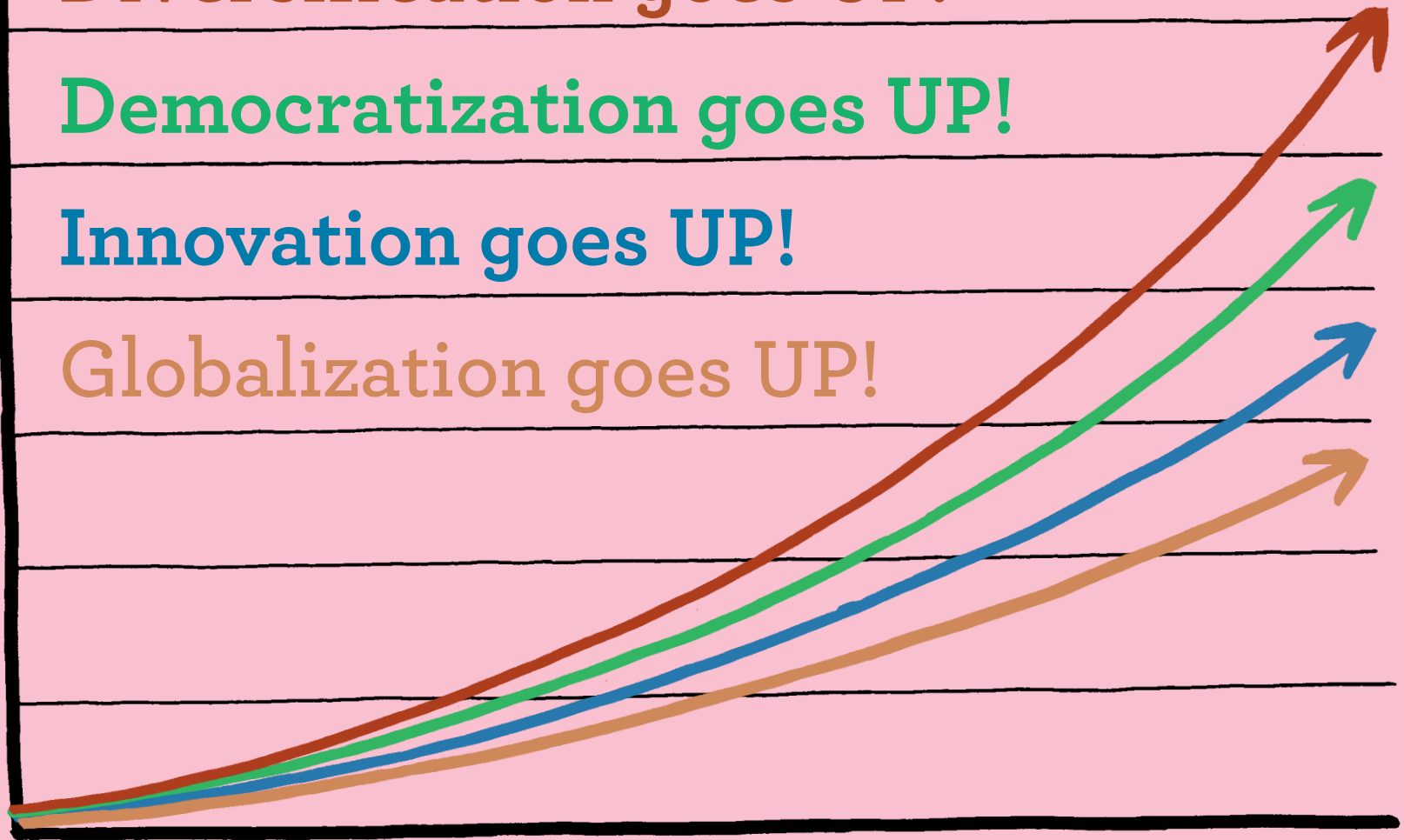


Diversification goes UP!

Democratization goes UP!

Innovation goes UP!

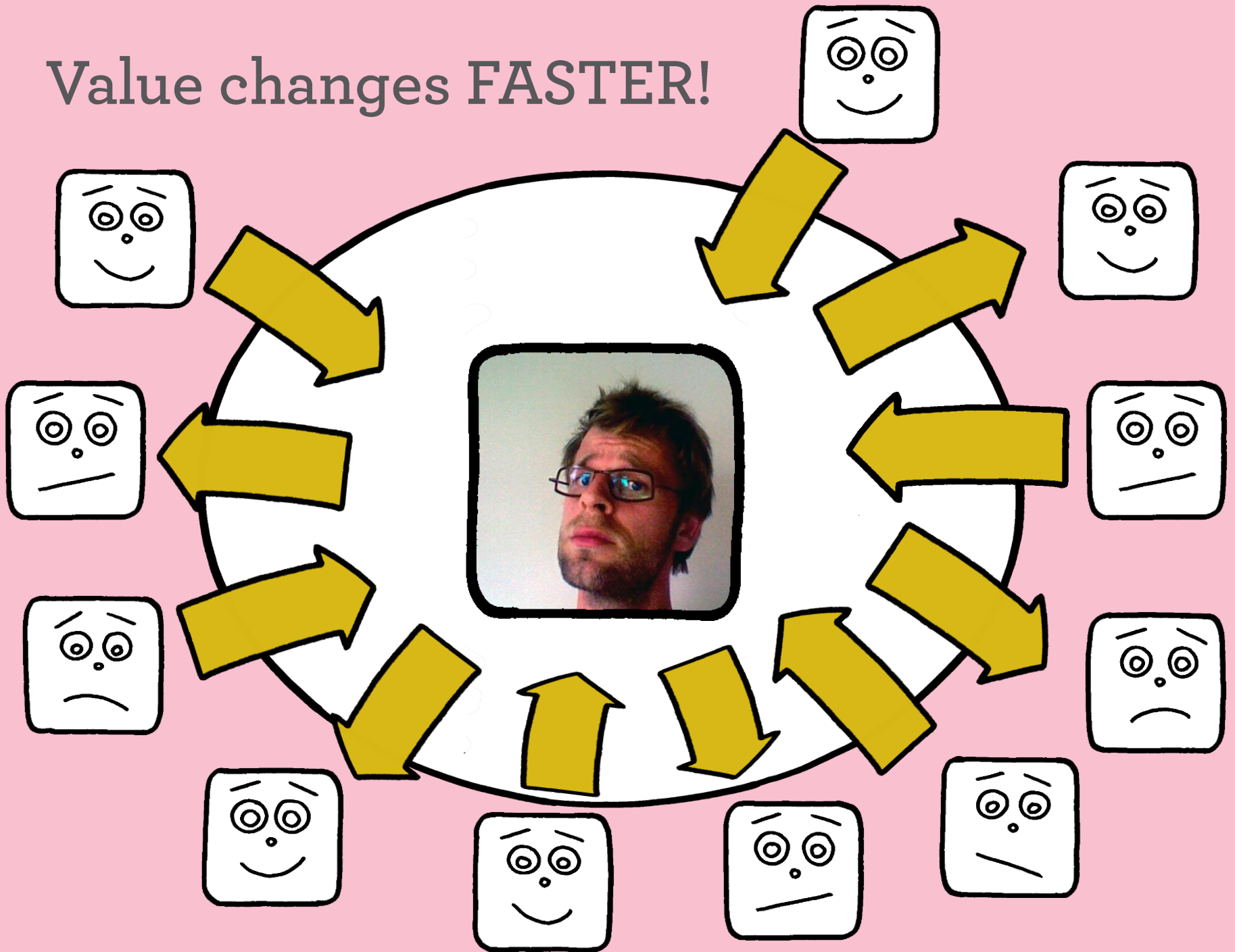
Globalization goes UP!



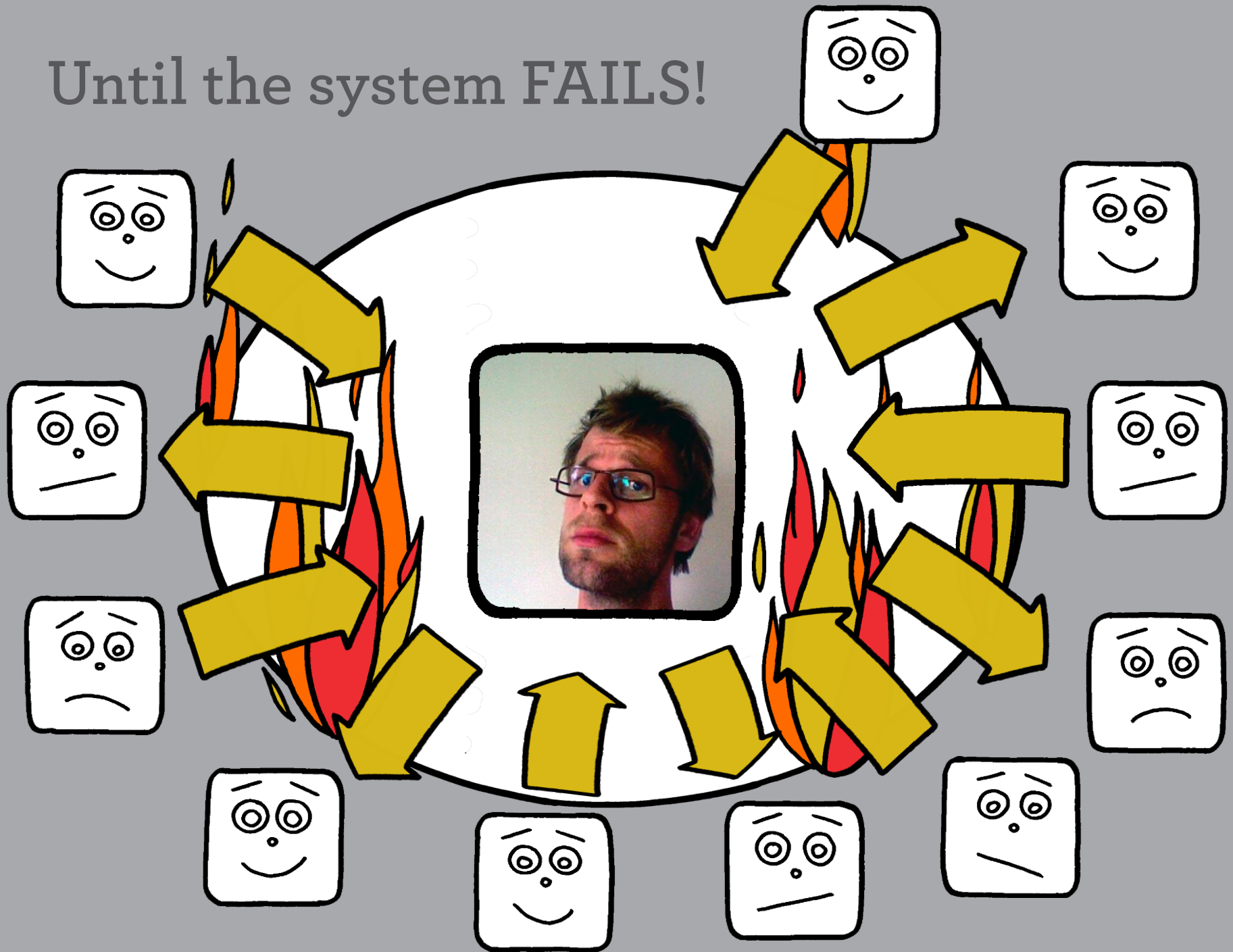
Uncertainty goes UP!



Value changes **FASTER!**



Until the system FAILS!



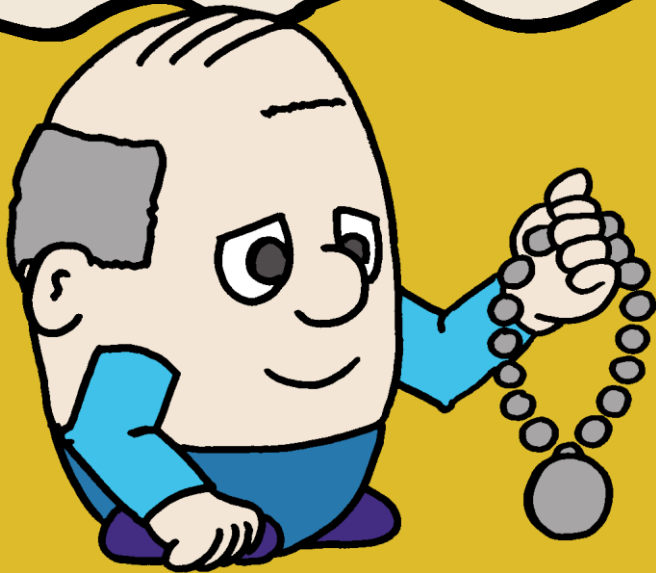
Unless the organization learns to
increase its health as a living
complex system.

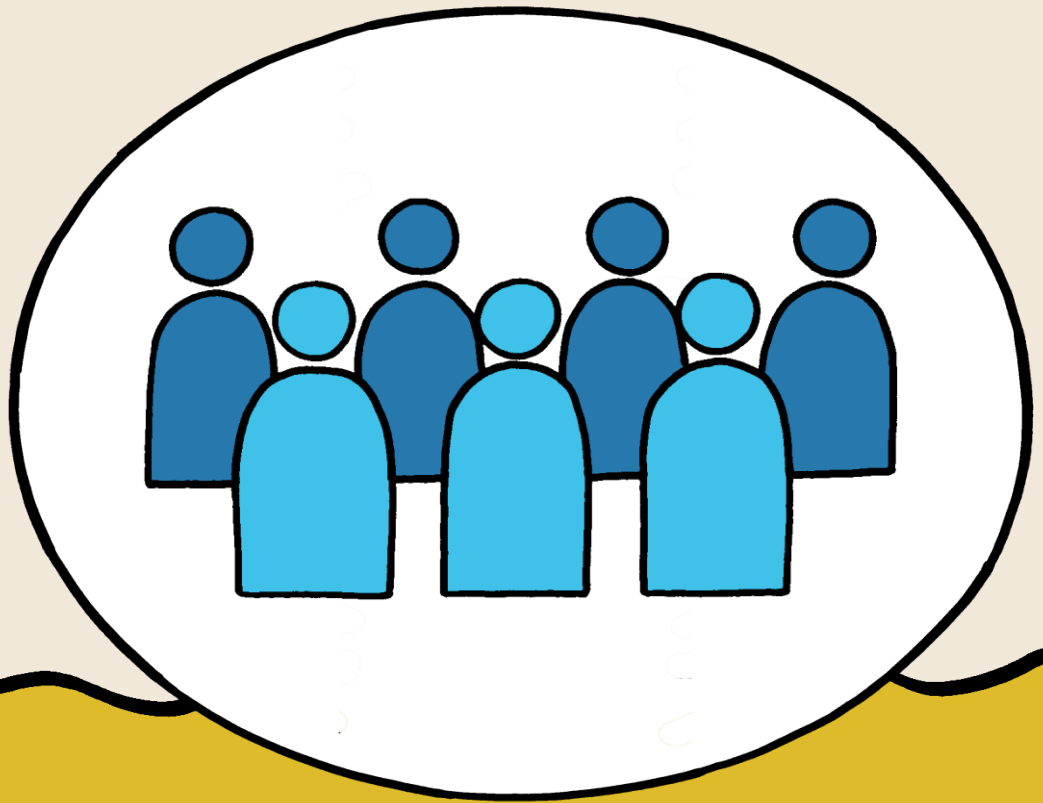
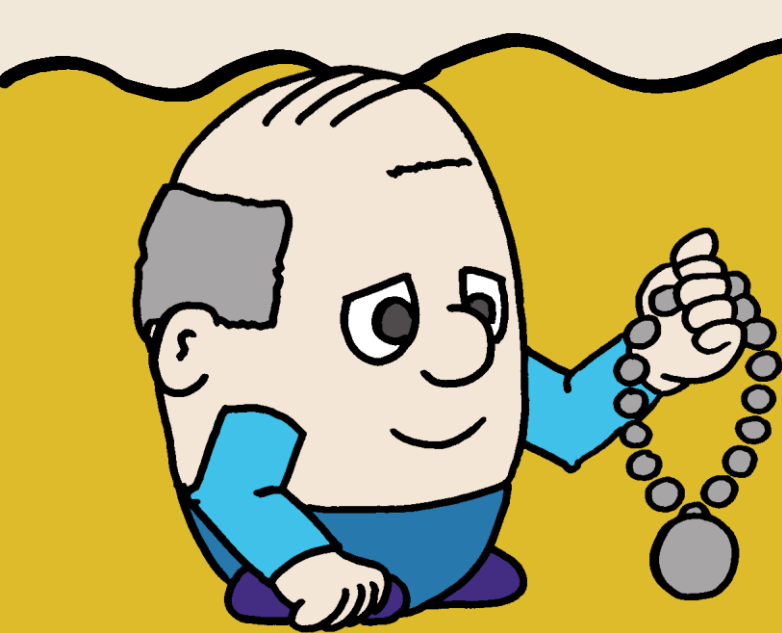


Interesting!
But how do we increase
our health and become
happier?



We can help
with that!





Some people think
of an organization
as a community.

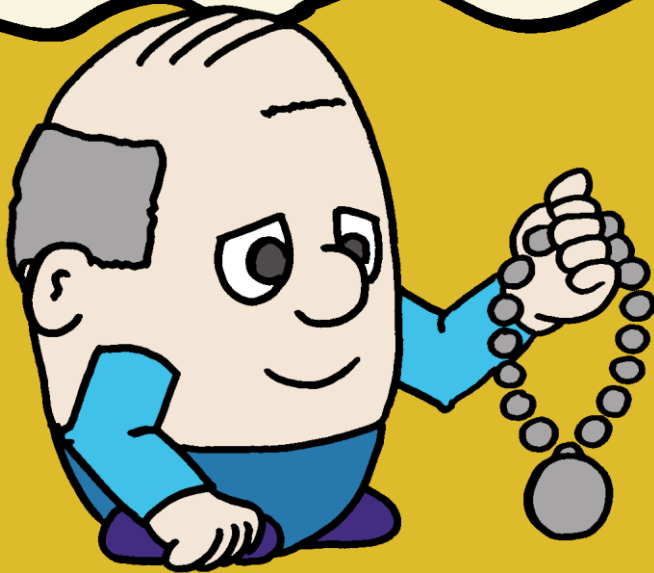
Scrum

Kanban

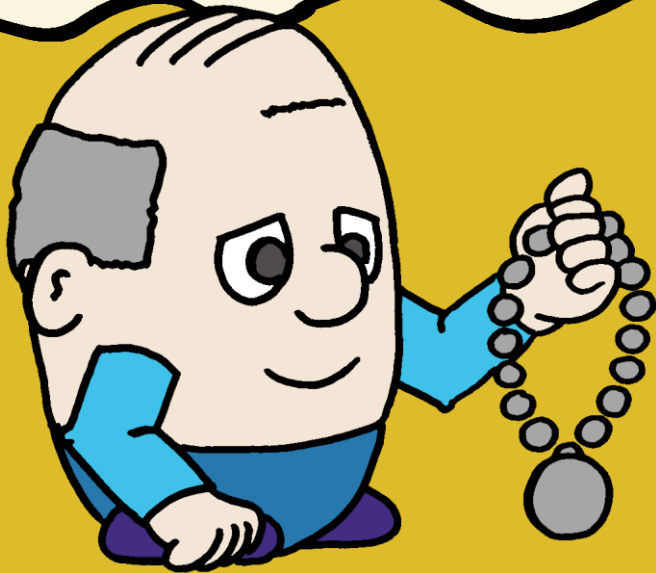
Lean

Agile

This has led to lots of
communities.



OK, do whatever you want.
As long as you allow the
community to benefit
from it.

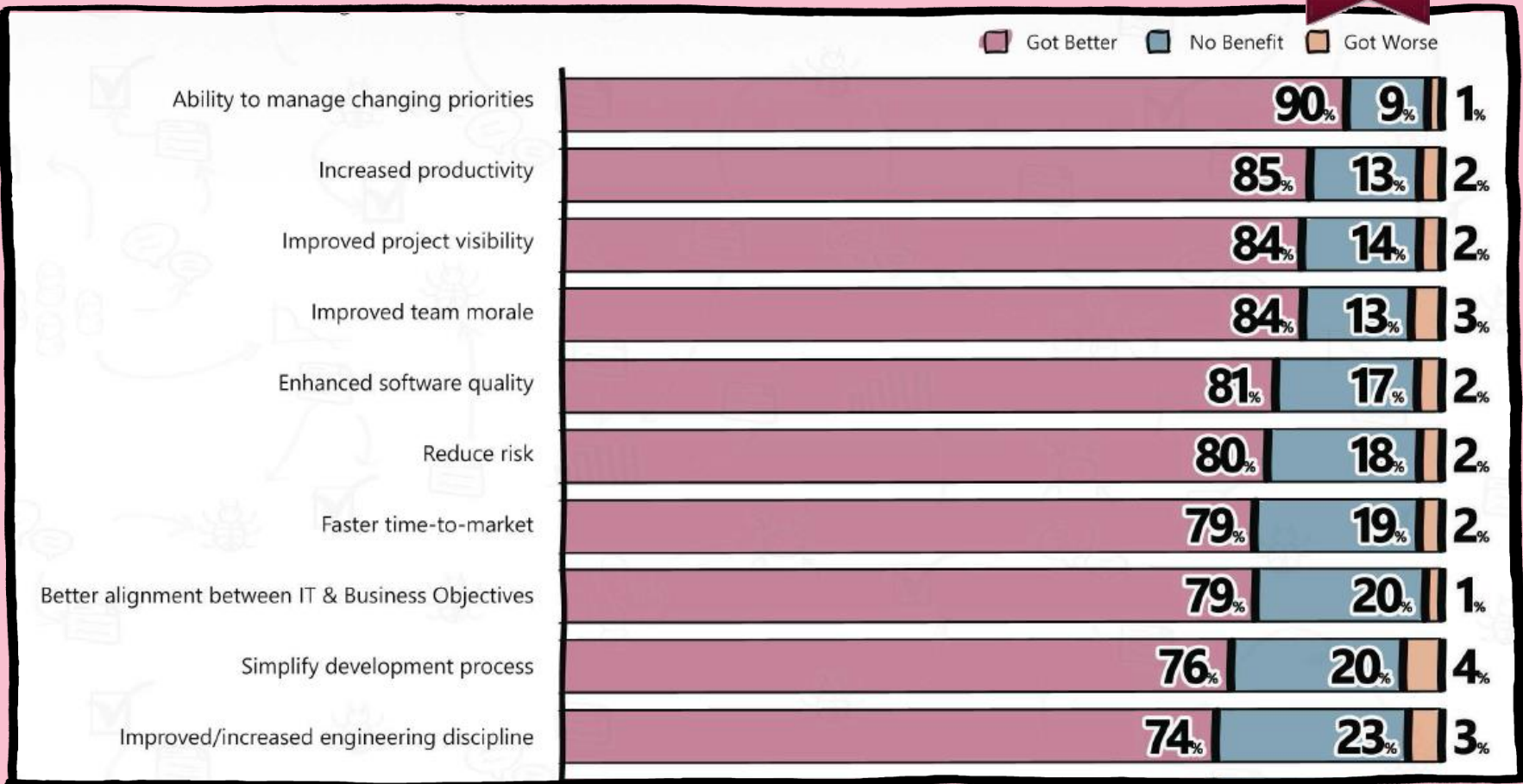


Innovation!

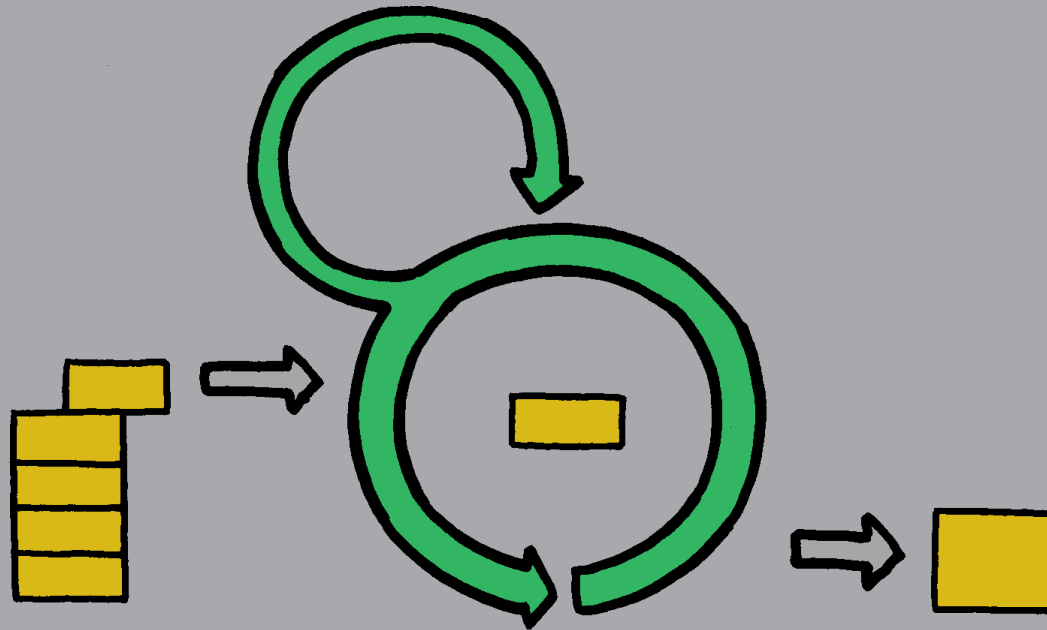


Benefits Obtained from Agile

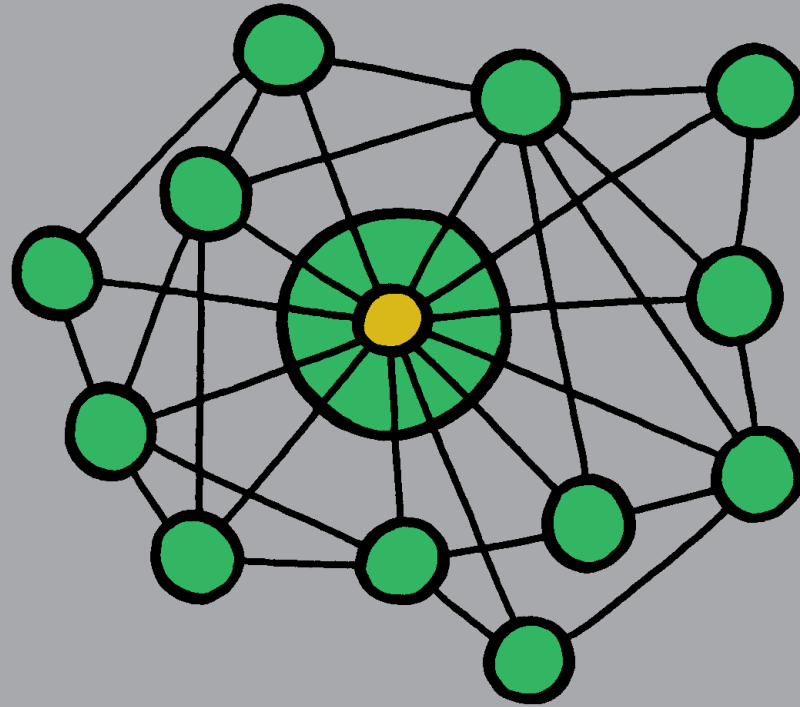
7th
ANNUAL
STATE of
AGILE



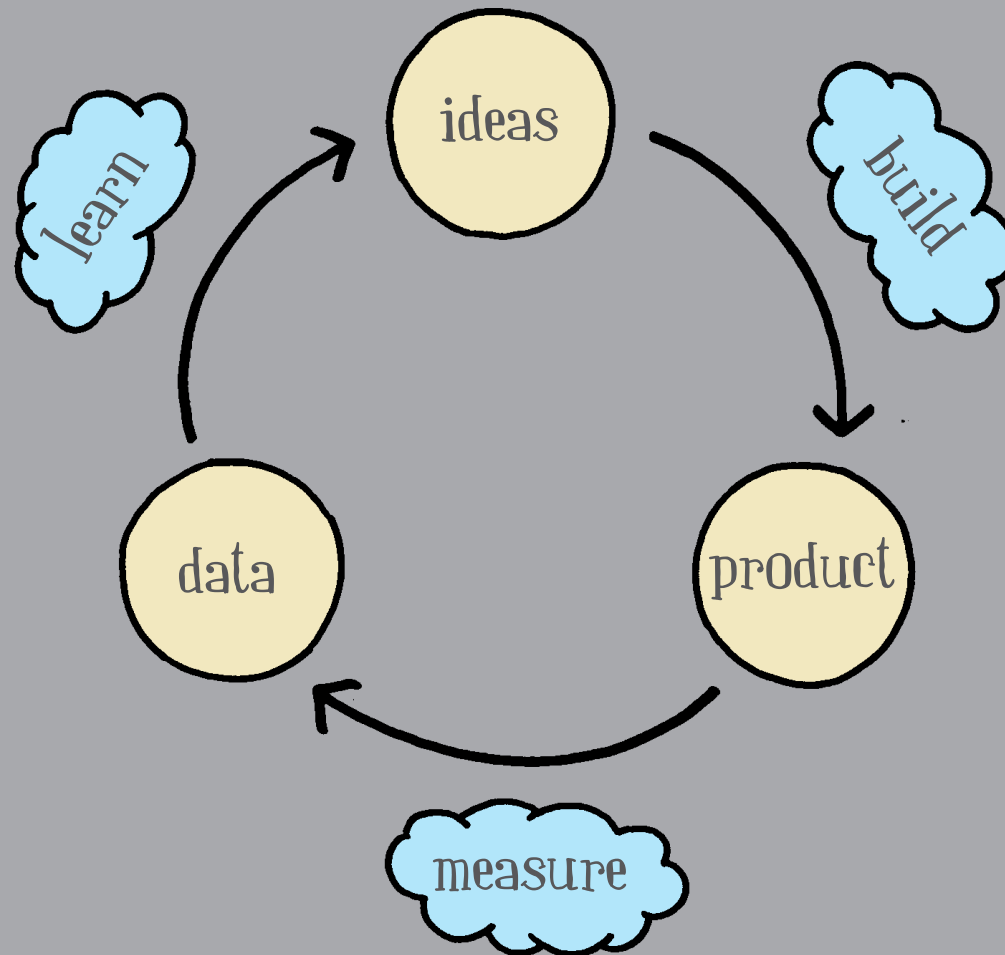
Scrum



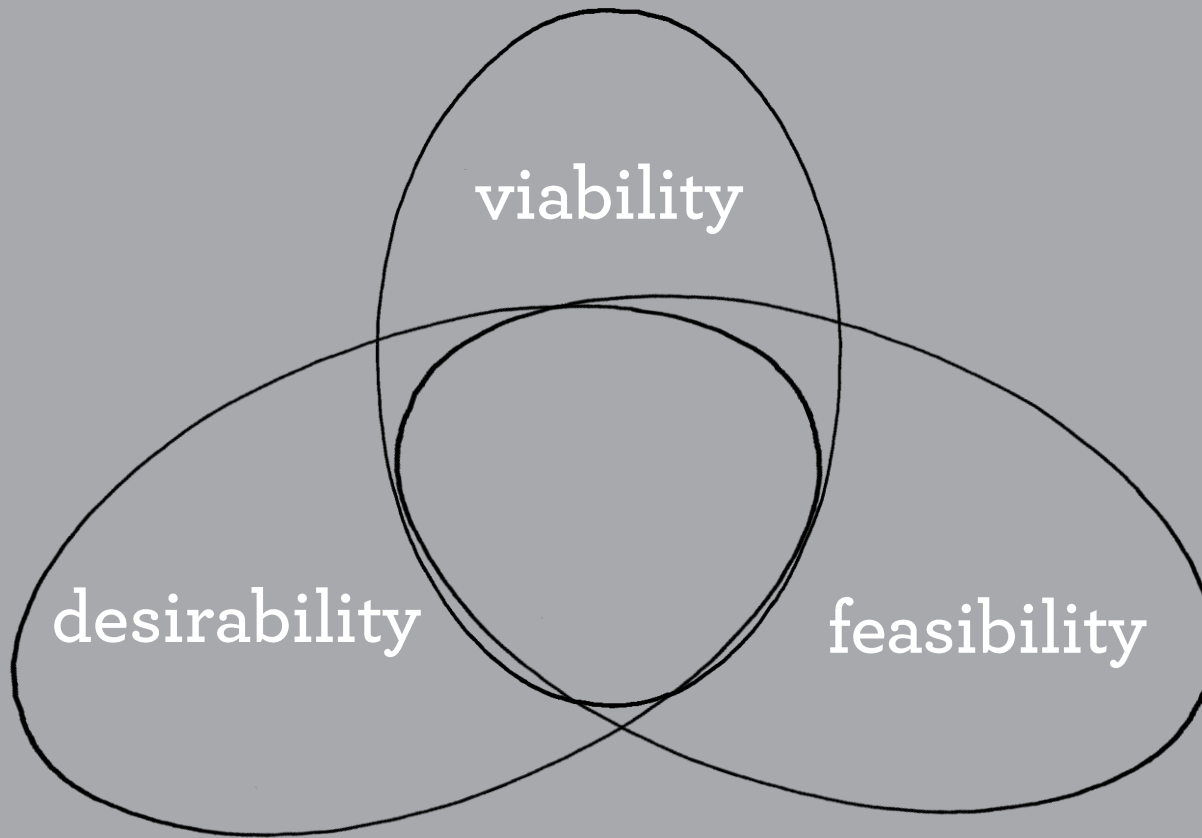
Beyond Budgeting



Lean Startup



Design Thinking

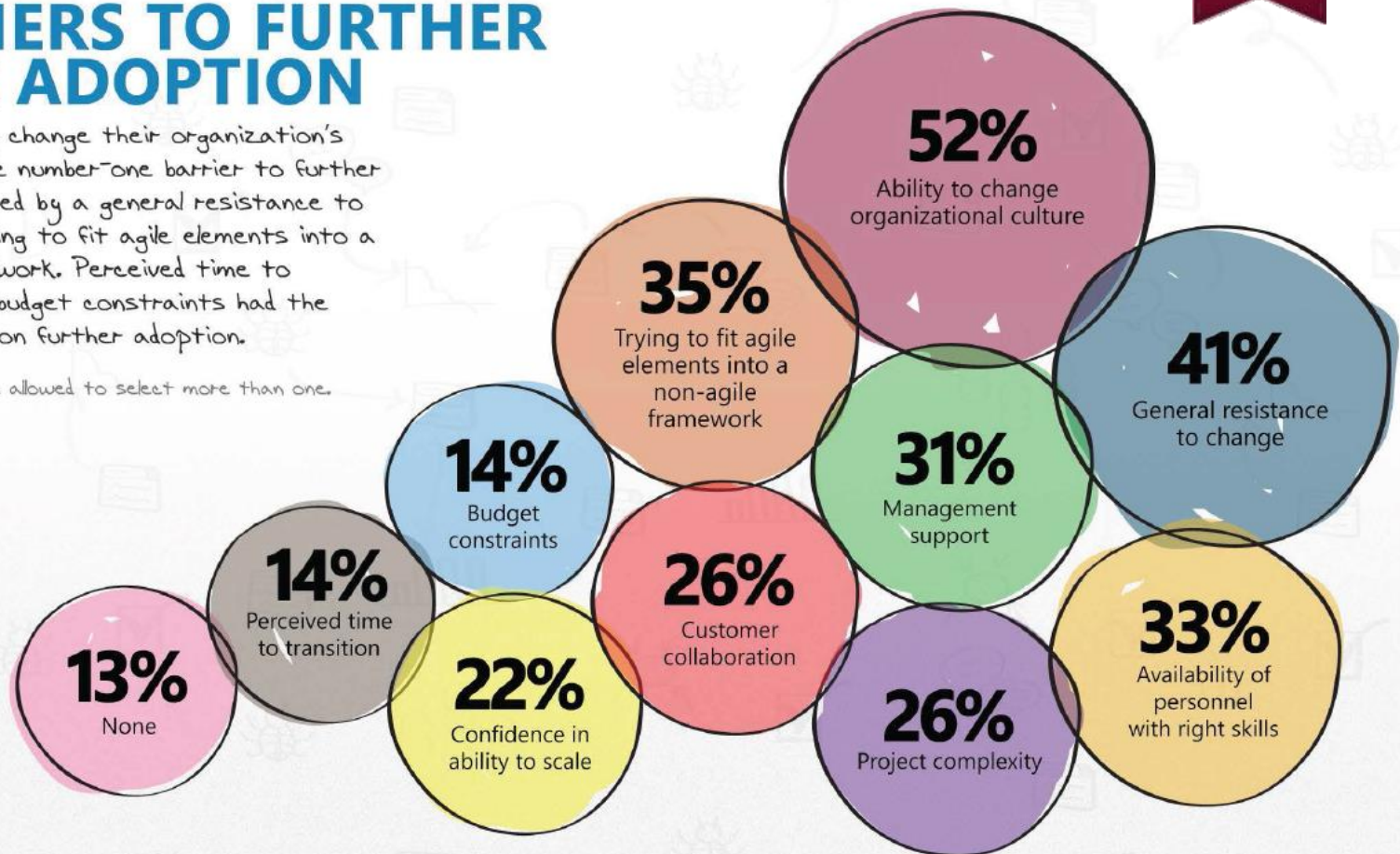


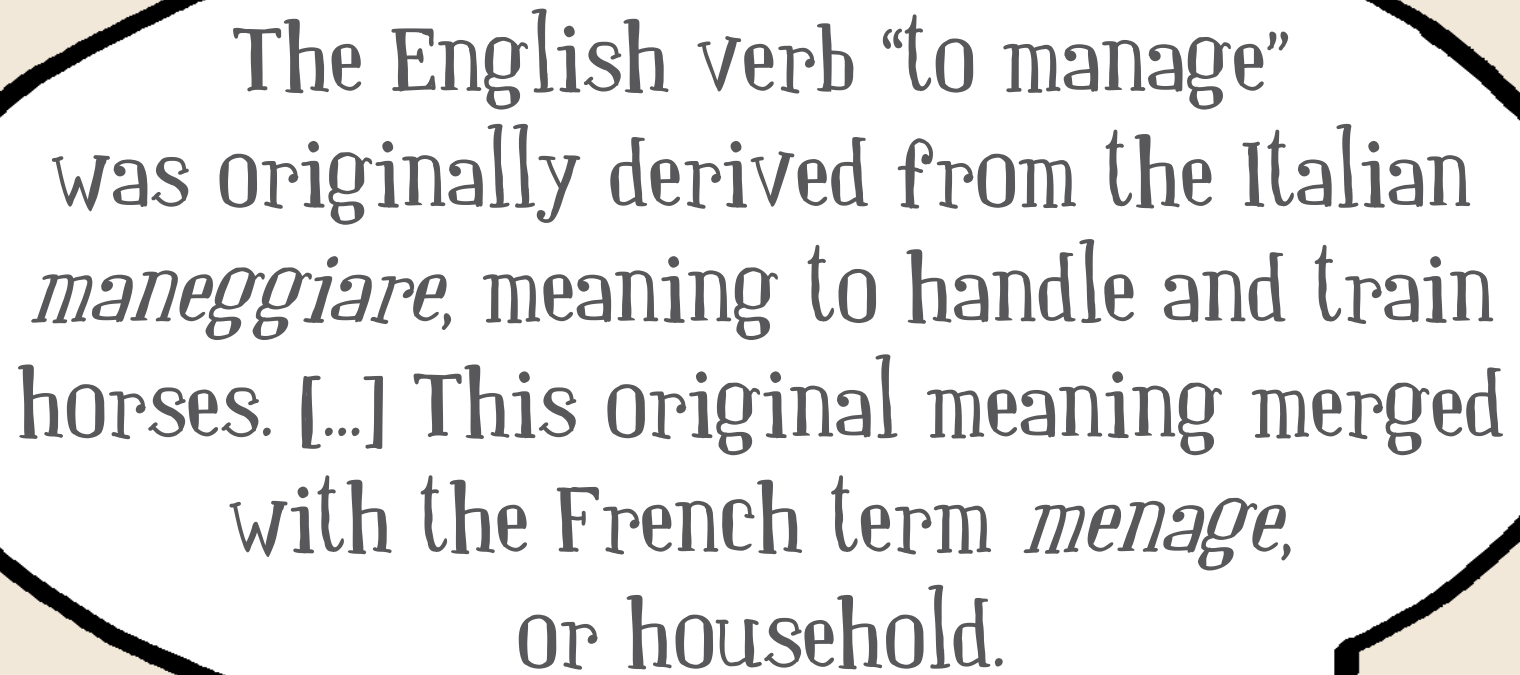
Richard Buchanan, “Wicked Problems in Design Thinking”
<http://www.jstor.org/stable/1511637?origin=JSTOR-pdf>

BARRIERS TO FURTHER AGILE ADOPTION

The inability to change their organization's culture was the number-one barrier to further adoption, followed by a general resistance to change and trying to fit agile elements into a non-agile framework. Perceived time to transition and budget constraints had the lowest impact on further adoption.

*Respondents were allowed to select more than one.





The English verb “to manage”
was originally derived from the Italian
maneggiare, meaning to handle and train
horses. [...] This original meaning merged
with the French term *menage*,
or household.

Cynthia F. Kurtz, David J. Snowden, “Bramble Bushes in a Thicket”

http://cognia.com.au/Links%20and%20Vids/assets/52_Bramble_Bushes_in_a_Thicket.pdf

Management is about human beings. Its task is to make people capable of joint performance [...]. This is what organization is all about, and it is the reason that management is the critical, determining factor.



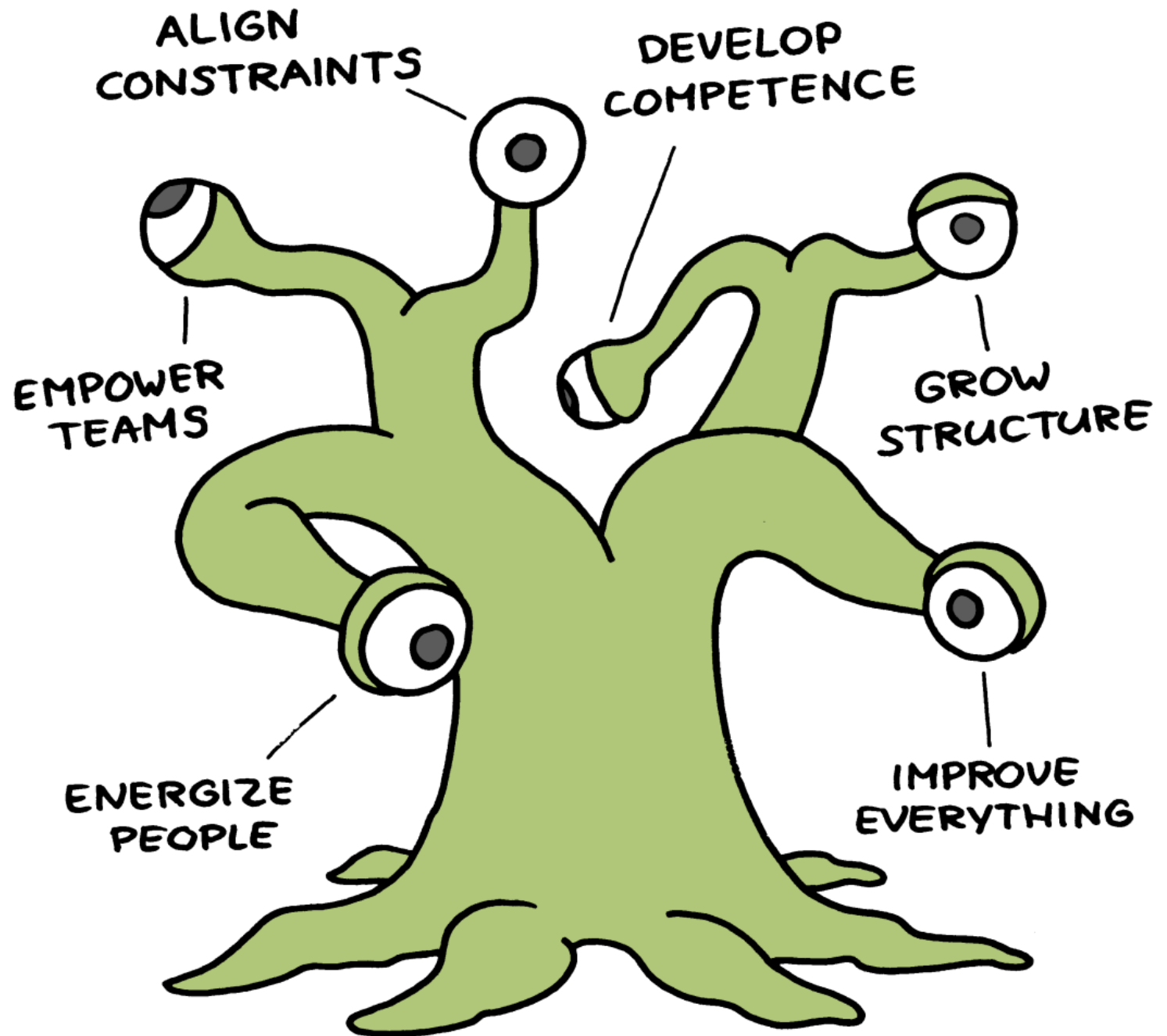
Peter F. Drucker

Management is too important to be left to the managers. We all participate in the workout.

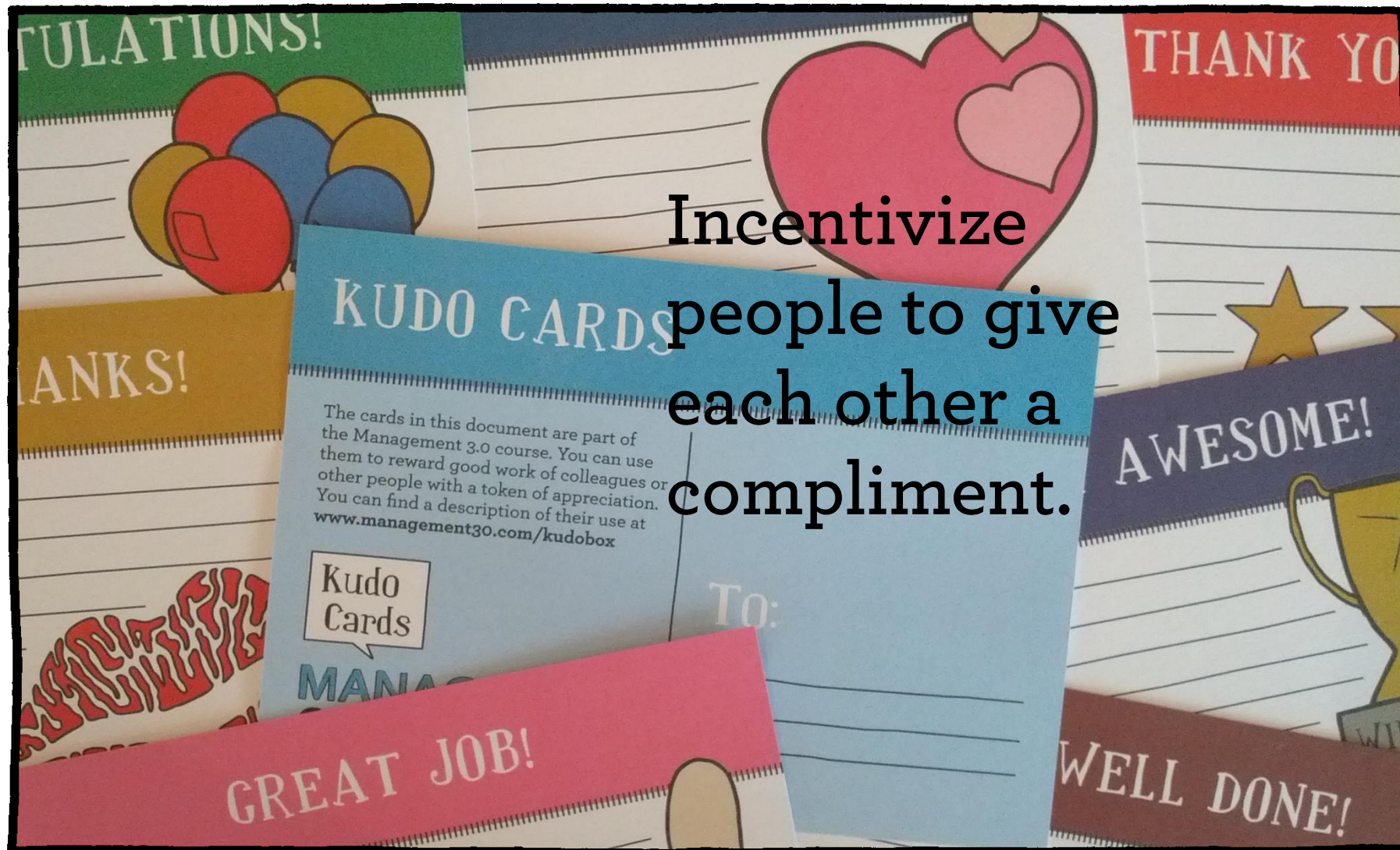


Management Workout!





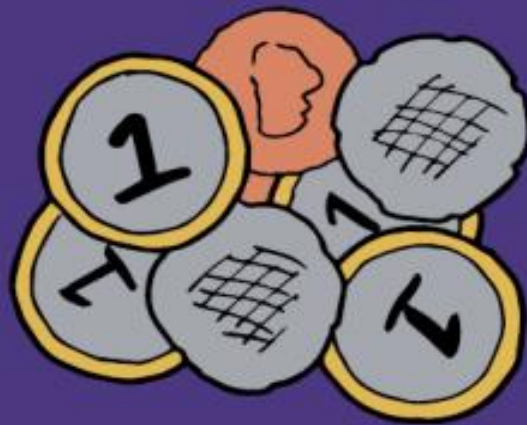
Example: Kudo Box



Incentivize
people to give
each other a
compliment.

© 2006 CINDY MC
WWW.MANAGEMENT30.COM/PHOTOS/PLACTY/27163576

MERIT MONEY



MANAGEMENT 3.0 WORKOUT
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MANAGEMENT30.COM/MERIT-MONEY

Example: Authority Boards

SM authority board

Area	1  TELL <small>I WILL TELL THEM</small>	2  SELL <small>I WILL TRY AND SELL IT TO THEM</small>	3  CONSULT <small>I WILL CONSULT AND THEN DECIDE</small>	4  AGREE <small>WE WILL AGREE TOGETHER</small>	5  ADVISE <small>I WILL ADVISE BUT THEY DECIDE</small>	6  INQUIRE <small>I WILL INQUIRE AFTER THEY DECIDE</small>	7  DELEGATE <small>I WILL FULLY DELEGATE</small>	Concerned role
<i>Solution definition</i>								<i>Team</i>
<i>Agile process</i>								<i>Team</i>
<i>Quality alternative</i>								<i>Team</i>
<i>Priority definition</i>								<i>Product owner</i>

Visualize the level of delegation.

Example: Identity

The slide has a dark blue header with the title 'What's everyone working on?'. Below the header, on the left side, is a vertical list of team names, each in a colored rectangular box. The teams are: Gummibears (purple), SynRG (blue), SuperGlue (orange), Design (red), and Vorsprung (green). To the right of this list is a large, light gray rectangular area containing the text 'Support emerging identities.' in a white, sans-serif font.

What's everyone working on?

Teams

- Gummibears
- SynRG
- SuperGlue
- Design
- Vorsprung

Support emerging identities.

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Flickr.com/photos/omnigrafic/8747899

WORK EXPO

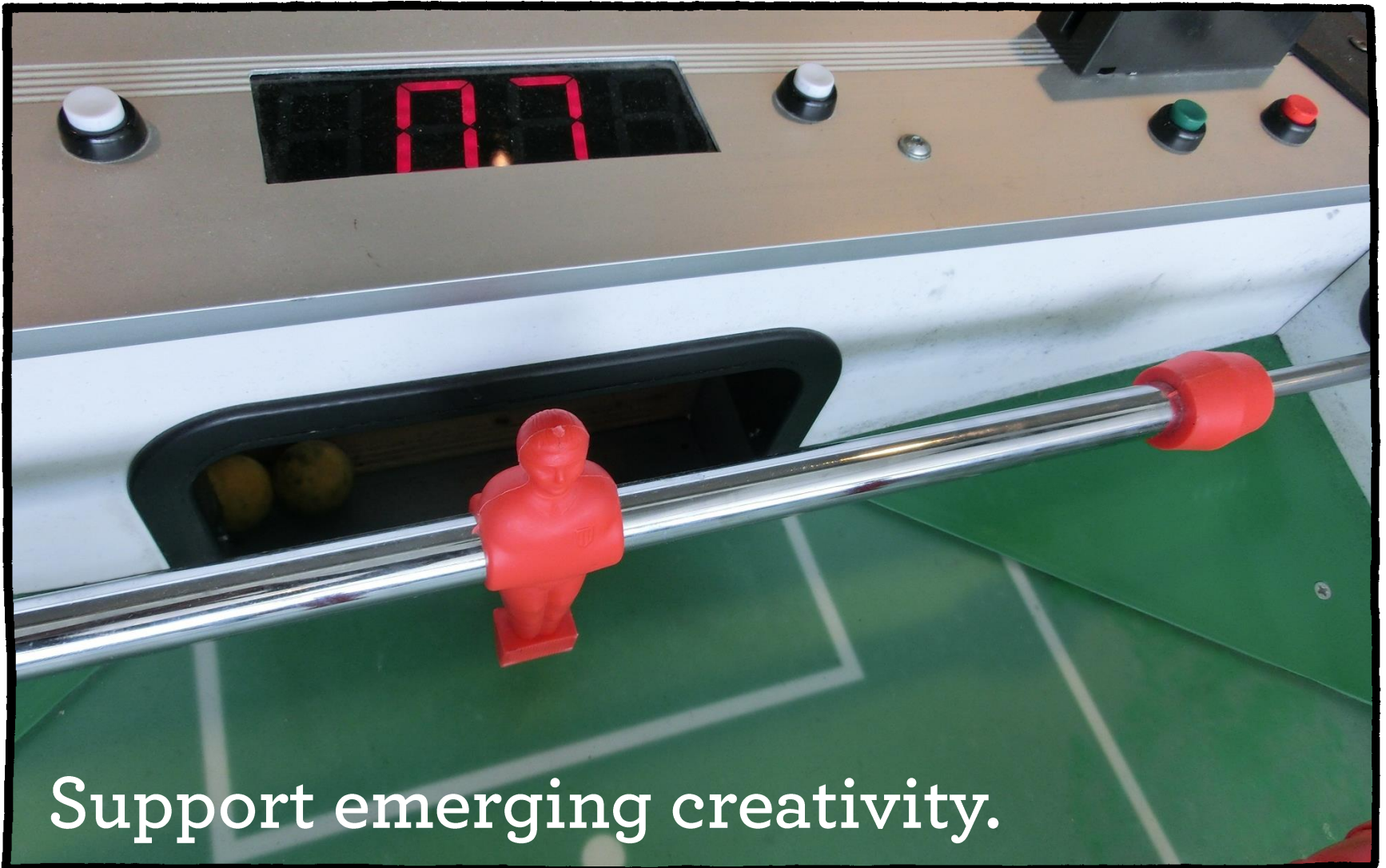


MANAGEMENT 3.0 WORKOUT

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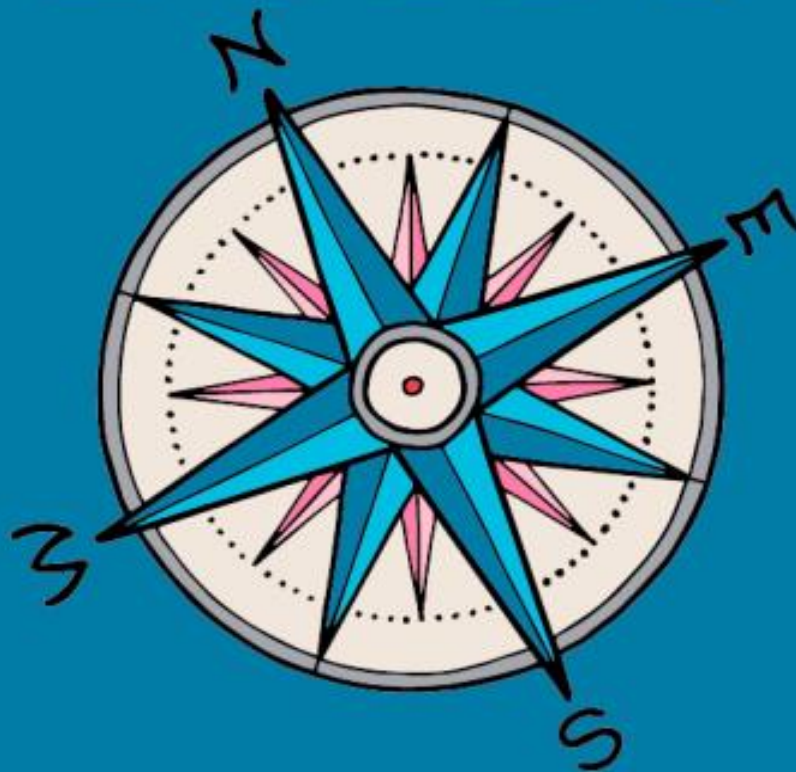
Example: Play



Support emerging creativity.

(C) 2012 ALEX S. BAYLEY CREATIVE COMMONS 2.0
FLICKR.COM/PHOTOS/ALEXSEAYLEY/7160572372

EXPLORATION DAYS



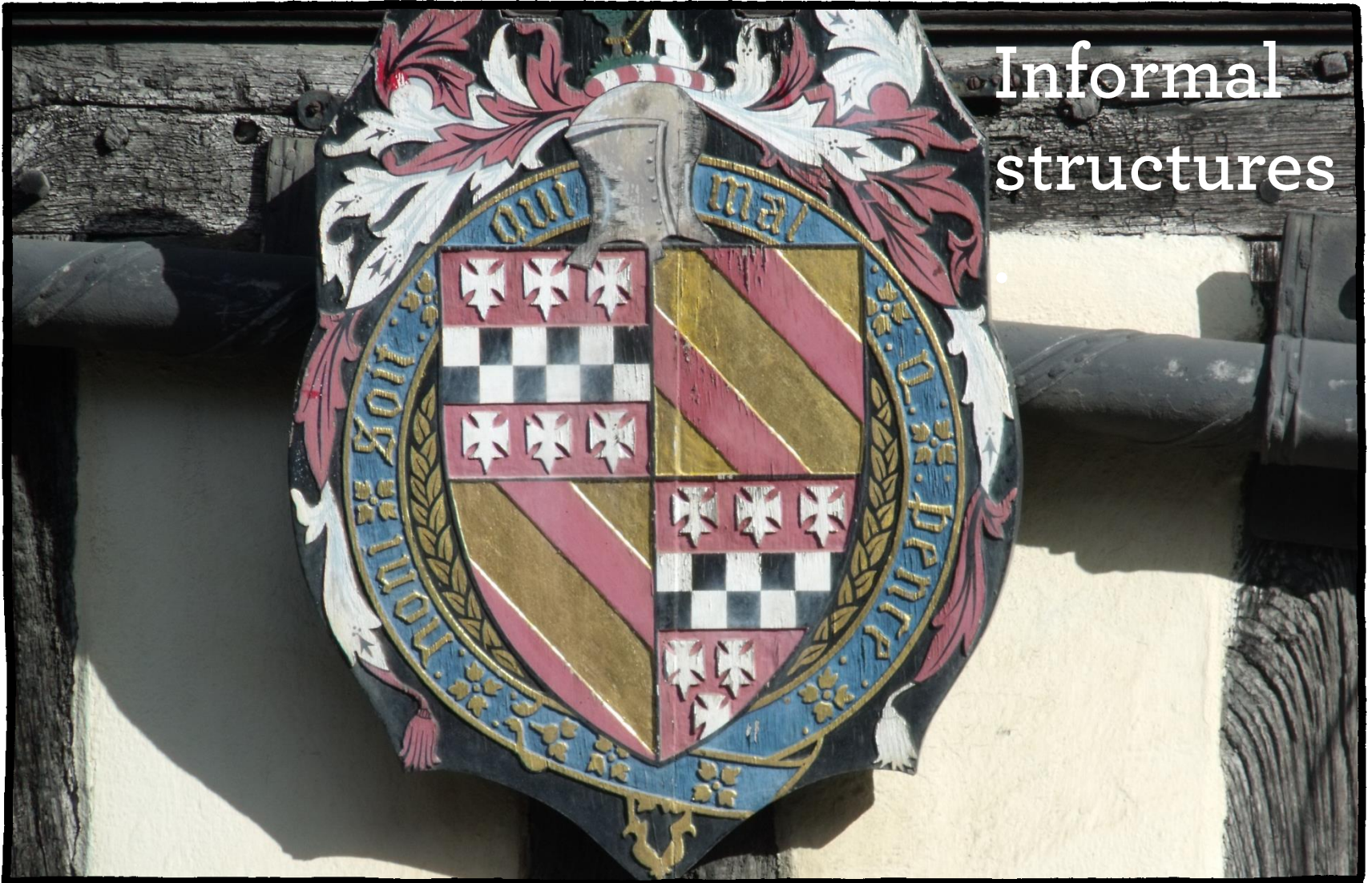
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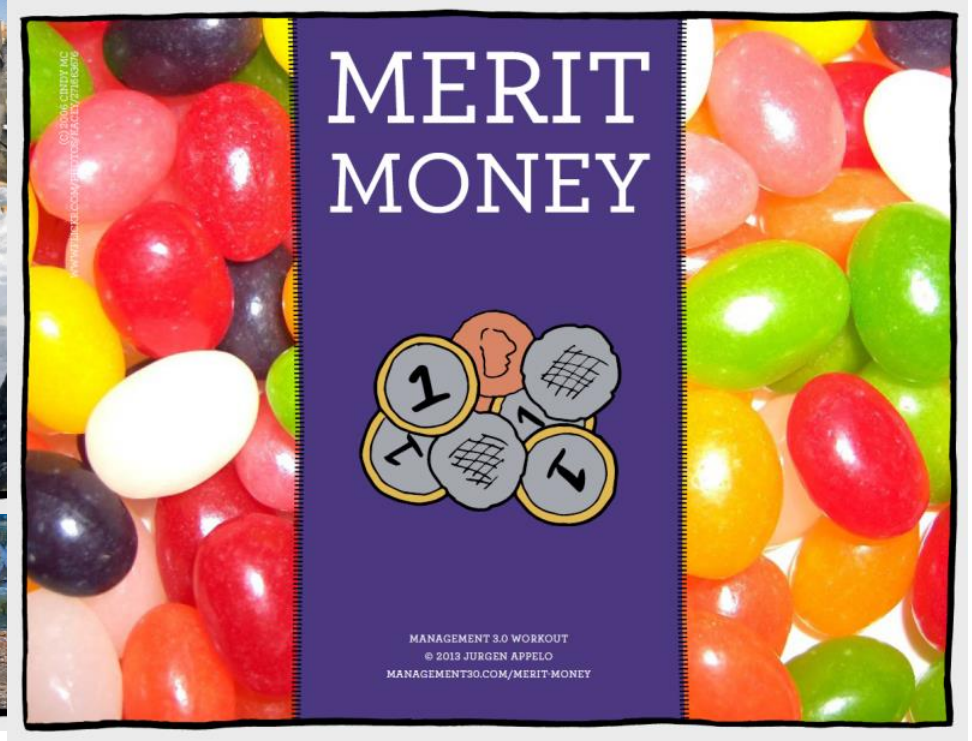
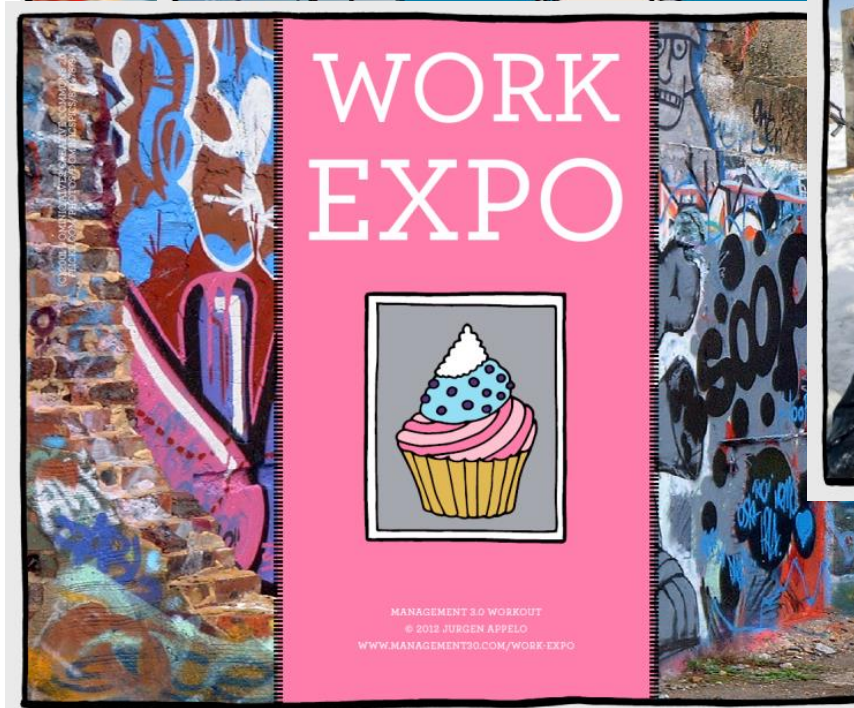
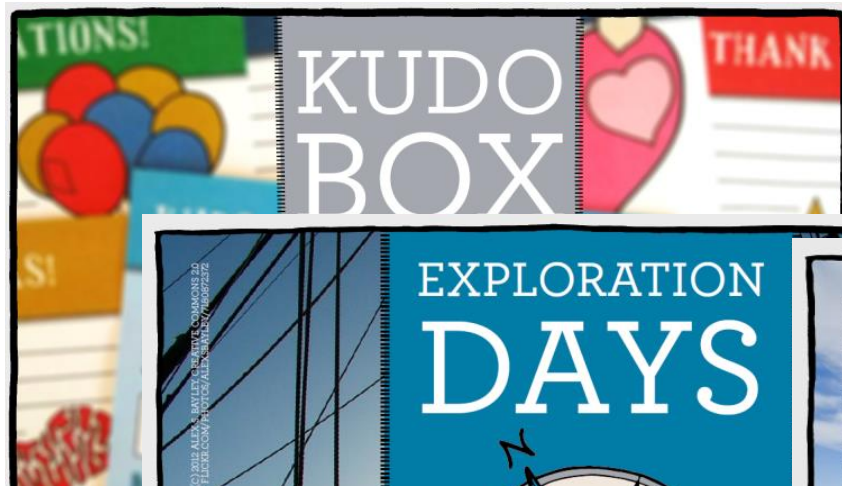
Example: Business Guilds

Informal
structures



Example: Happiness Index





www.management30.com/workout

Aha!
Steal healthy practices,
Use in safe experiments,
Learn as fast as possible,
Adapt to your needs,
repeat...



Until Melly is
really smiling...





MELLY IS LOOKING FOR A NEW JOB

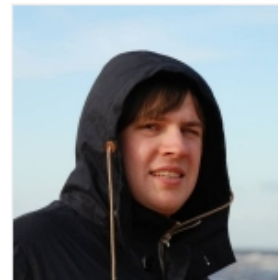
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0

~ BUILDING A NETWORK; MEET OUR CHIEF GEEK

Of course, no business that takes itself seriously can go without a Chief Geek. We took care to get one of the best out there, a young man from the booming city of Saint Petersburg, Sergey Kotlov. I talked to [...]

In [About Happy Melly](#) on June 3rd 2013 by [Melly](#)

[Categories](#)

STORY OF HAPPY MELLY

Melly is no different from you. But she has a very interesting story. It all started when she was looking for a new job...

[About](#) | [Presentation](#) | [Posts](#)



MAARTEN
VOLDERS



VASCO
DUARTE



JURGEN
APPELO



0

~ MEET OUR COLLABORATIVE COMMUNITY CREATOR

Today I talked to a very dear friend of mine, Lisette Sutherland. I actually wrote about her before: she's the co-creator of the Virtual Pie Celebration Sessions. Recently



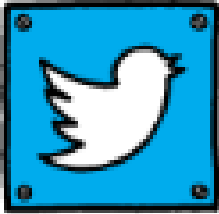
I WANT TO KNOW MORE!

Please apply for our Happy Melly Google Groups to receive updates, news and information

HAPPY MELLY GOOGLE GROUPS



slideshare.net/jurgenappelo



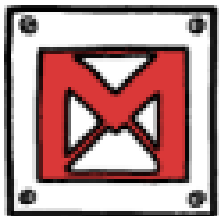
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jurgen@noop.nl