Let's Help Melly

Changing Work Into Life
version 1.3

Jurgen Appelo
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.
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, Montreal, Canada
(Pixis) François Beauregard
Attention! Course language: French

11–12 September 2012, Frankfurt, Germany
(Advicia), Tonio Crave
Attention! Course language: German

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

12–13 September 2012– Vienna, Austria
(ANECON), Michael Leber
Attention! Course language: German

18–19 September 2012– Zurich, Switzerland
(pragmatic solutions) Mischa Ramsayer
Attention! Course language: German

13–14 September 2012– Gent, Belgium
(Co-Learning), Jürgen de Smit

17–18 September 2012, Geneva, Switzerland
(Pixis) François Beauregard
Attention! Course language: French

18 September 2012, Stockholm, Sweden
(Citarus), Mikael Boman
Attention! 1 day course, language: Swedish

18–19 September 2012, Oslo, Norway
(Sverage AS), Jürgen de Smit

19–20 September 2012– Vienna, Austria
(poeppel) Carstof Braun
The Most Influential People in Agile

1. Mike Cohn
2. Ken Schwaber
3. Robert (Uncle Bob) Martin
4. Martin Fowler
5. David J. Anderson
6. Jurgen Appelo
7. Ron Jeffries
8. Craig Larman
9. Jeff Sutherland
10. Kent Beck

Meet Melly...
Melly is not happy...

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Today, over half of American workers effectively hate their jobs.
Melly, we cannot go on hating our jobs. We have to do something!
Maybe we’ll be happier if we perform better?
We can help with that!
Some people think of an organization as a machine.
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

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.
This has led to a competition of methods.
I have a great idea! Now you must all change for the greater good.
Fads often fail to deliver on their promises, a factor that contributes to their short life cycles and rapid decline.
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!
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.
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

1. Managing Changing Priorities
2. Improved Project Visibility
3. Increased Productivity
4. Improved Team Morale
5. Faster Time-to-Market
6. Better Alignment Between IT & Business Objectives
7. Enhanced Software Quality
8. Simplified Development Process

STATE OF AGILE SURVEY 2011

But, different community leaders suggest fixing things in different ways...
Scrum

Mike Cohn. Succeeding with Agile: Software Development using Scrum, 2010
Kanban
Lean Startup

It seems we’re making progress, but...
Barriers to Agile Adoption

1. Ability to change organizational culture
2. Availability of people with the right skills
3. General resistance to change
4. Management support
5. Project complexity
6. Confidence in ability to scale
7. Customer collaboration
8. Perceived time to transition
9. Budget constraints
10. None

STATE OF AGILE SURVEY 2011

So, how can we solve the remaining problems?
Management Workout!

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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”
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.
Management is too important to be left to the managers. We all participate in the workout.
Management 3.0
Workout Practices
People are the most important parts of an organization and managers must do all they can to keep people active, creative, and motivated.

ENERGIZE PEOPLE
Example: Kudo Box

Incentivize people to give each other a compliment.
Teams can self-organize, and this requires empowerment, authorization, and trust from management.
Example: Authority Boards

Visualize the level of delegation.

© 2012 Jürgen de Smet, used with permission
Self-organization can lead to anything, and it’s therefore necessary to protect people and shared resources...

...and to give people a clear purpose and defined goals.
Example: Play

What's everyone working on?

Support emerging identities.

Teams
Gummibears
SynRG
SupeRGlue
Design
Vorsprung

© 2012 Jurgen Appelo, taken at ResearchGate, Berlin
Develop Competence

Teams cannot achieve their goals if team members aren’t capable enough, and managers must therefore contribute to the development of competence.
Example: Play

Support emerging creativity.

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Many teams operate within the context of a complex organization, and thus it is important to consider structures that enhance communication.
Example: Business Guilds

Informal structures

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People, teams, and organizations need to improve continuously to defer failure for as long as possible.

IMPROVE EVERYTHING
Example: Happiness Index

Track happiness to better understand improvement.

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ALIGN
CONSTRAINTS

DEVELOP
COMPETENCE

EMPOWER
TEAMS

GROW
STRUCTURE

ENERGIZE
PEOPLE

IMPROVE
EVERYTHING
Aha!
Steal healthy practices,
Use in safe experiments,
Learn as fast as possible,
Adapt to your needs,
repeat...
Until Melly is really smiling...
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