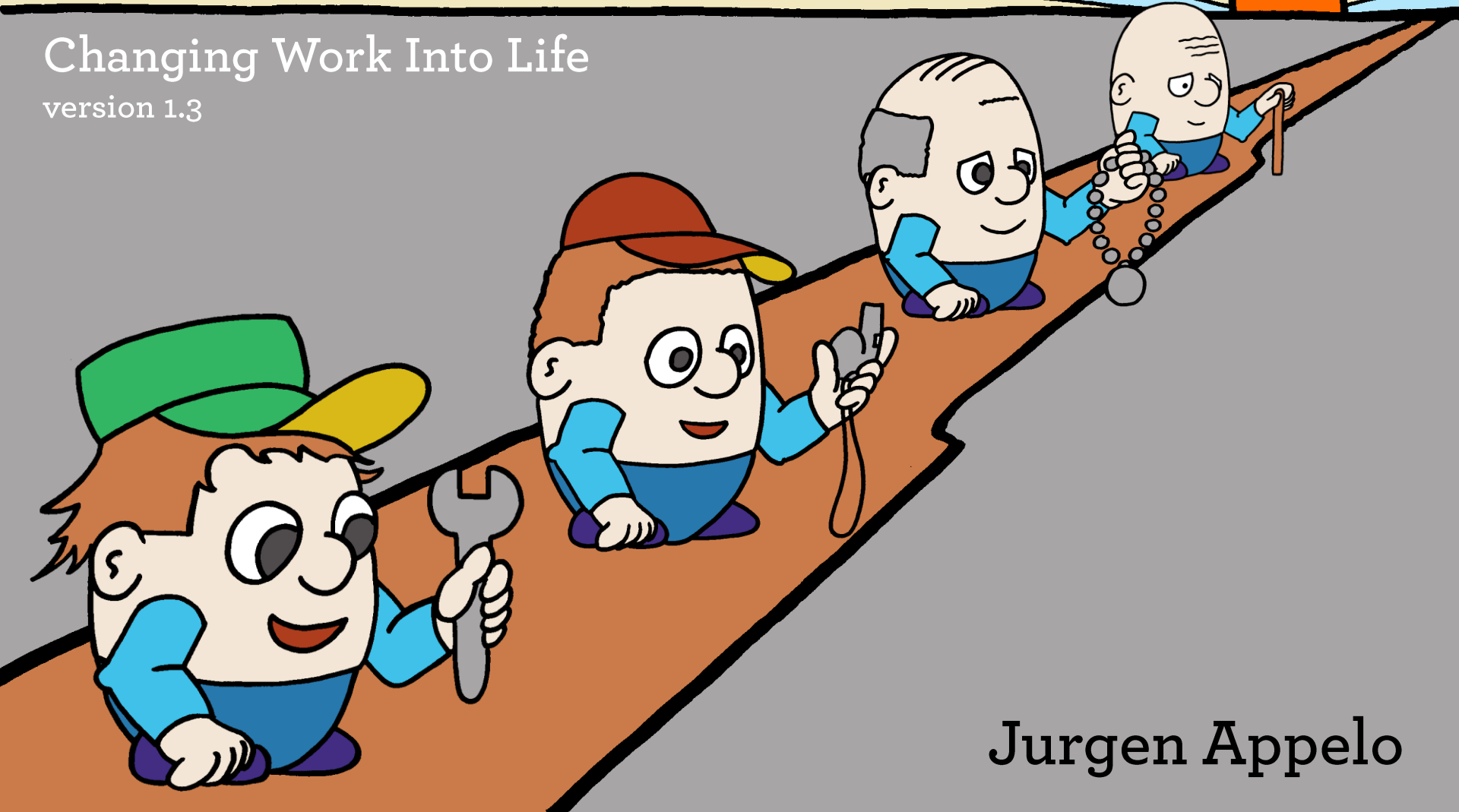
Let's Help Melly

Changing Work Into Life

version 1.3



Jurgen Appelo

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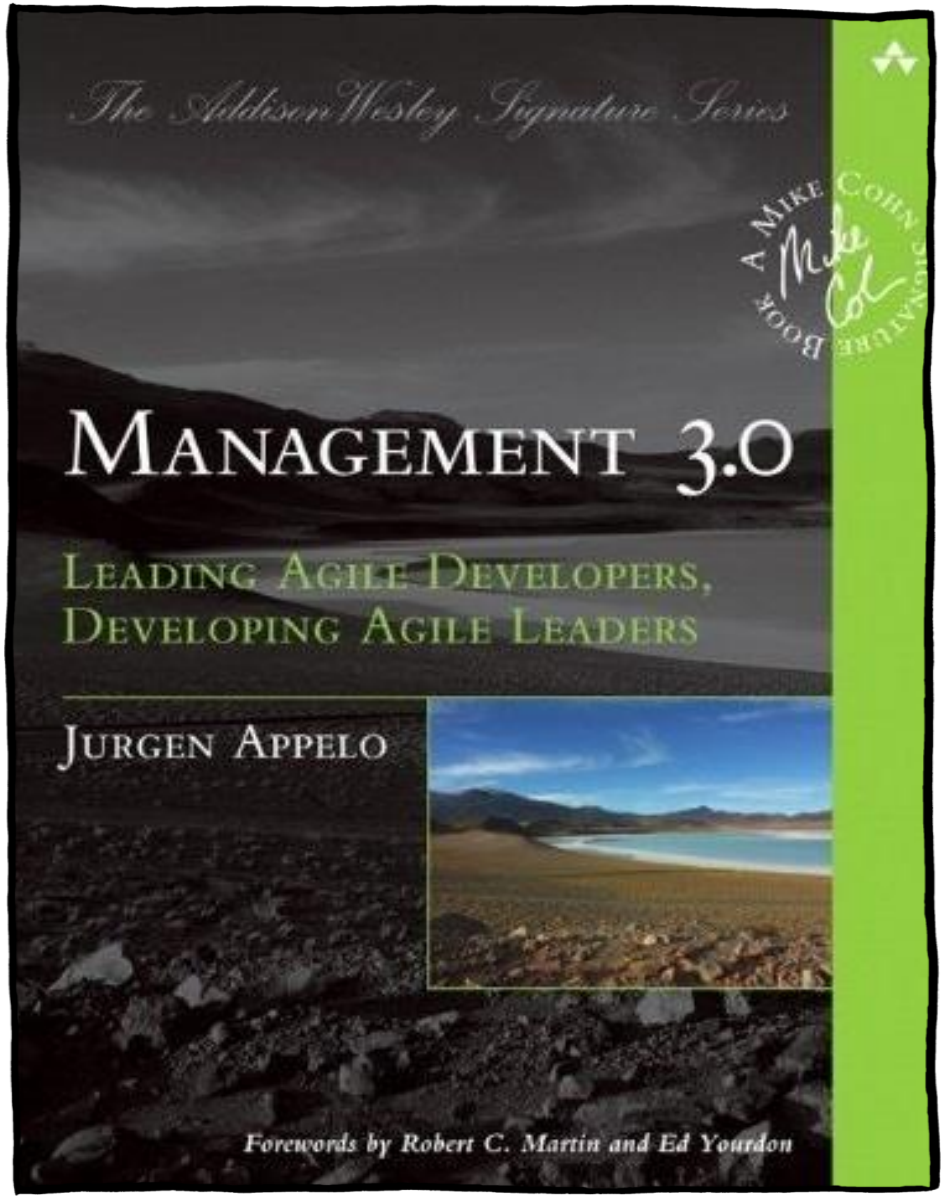
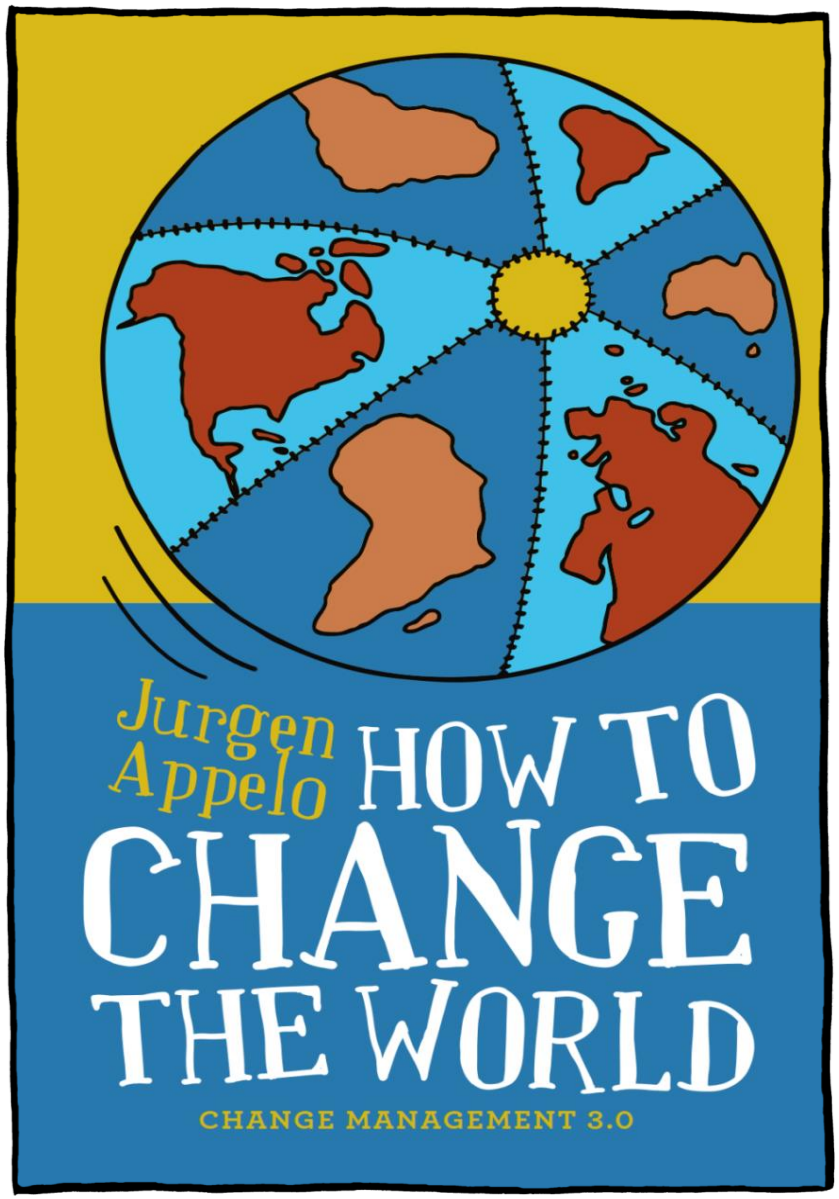
Speaking
Training
About
« Question for Time Travelers | Main | Status Update of My Book on Complexity »
JANUARY 20, 2008
Why I Started This Blog
The reason I started this blog is as follows:
I intend to write a book. In fact, I am already working on it. It's going to be a book about complex systems and 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 Cohn Signature Book
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

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) Francois Beauregard
Attention! Course language: French

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

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

12+18 September 2012- **Vienna**, Austria <<register here>>
(ANECON), Michael Leber
Attention! Course language: German

13+14 September 2012-**Zurich**, Switzerland <<register here>>
(pragmatic solutions) Mischa Ramseyer
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) Francois 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) Jurgen de Smet

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

http://www.infoq.com/news/2012/04/agile-influential-people

Meet Melly...

Melly is not happy...

http://www.flickr.com/photos/bertwerk/623288901/ © 2007 Bert Werk, Creative Commons 3.0

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

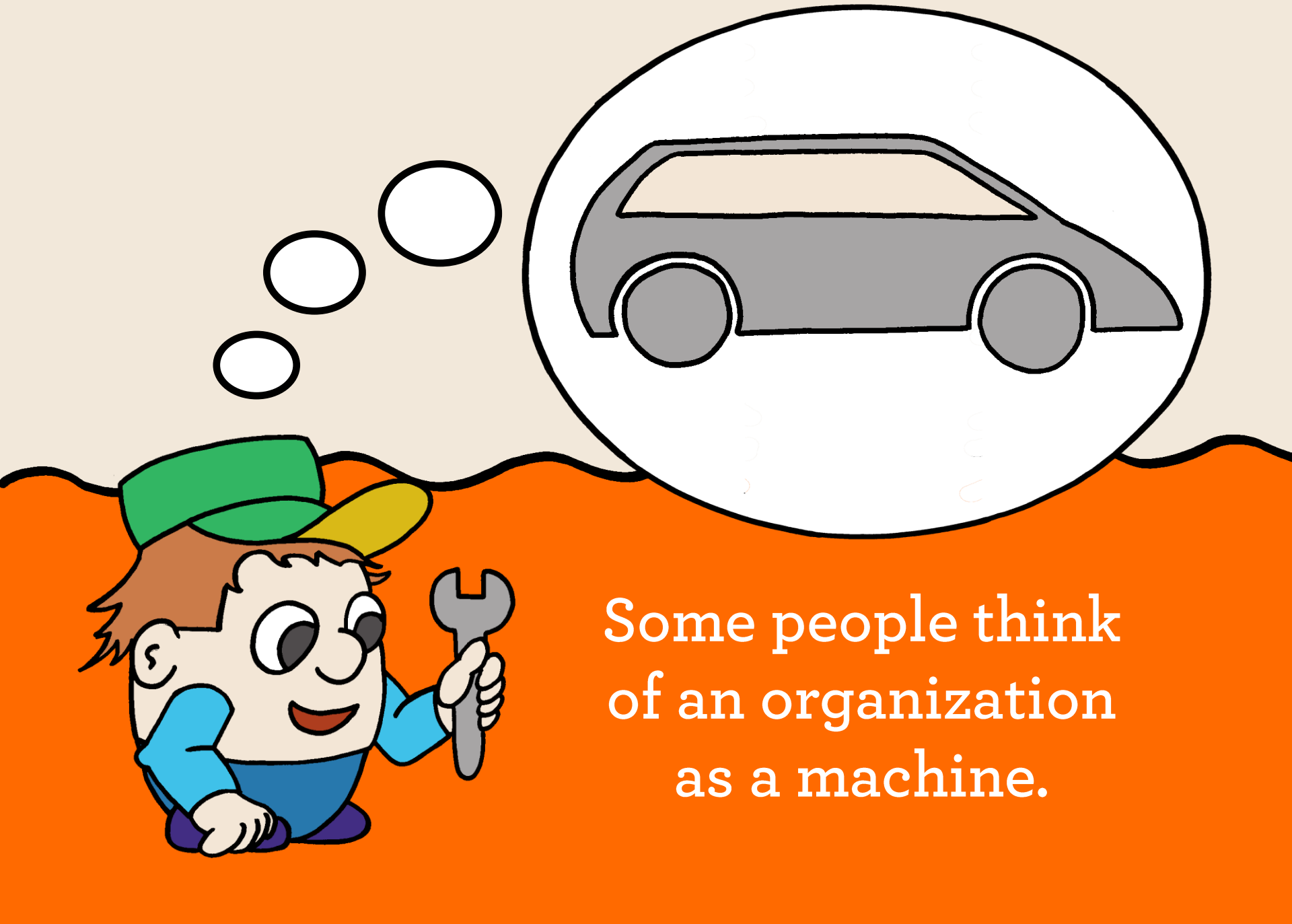
You

Melly

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.

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.

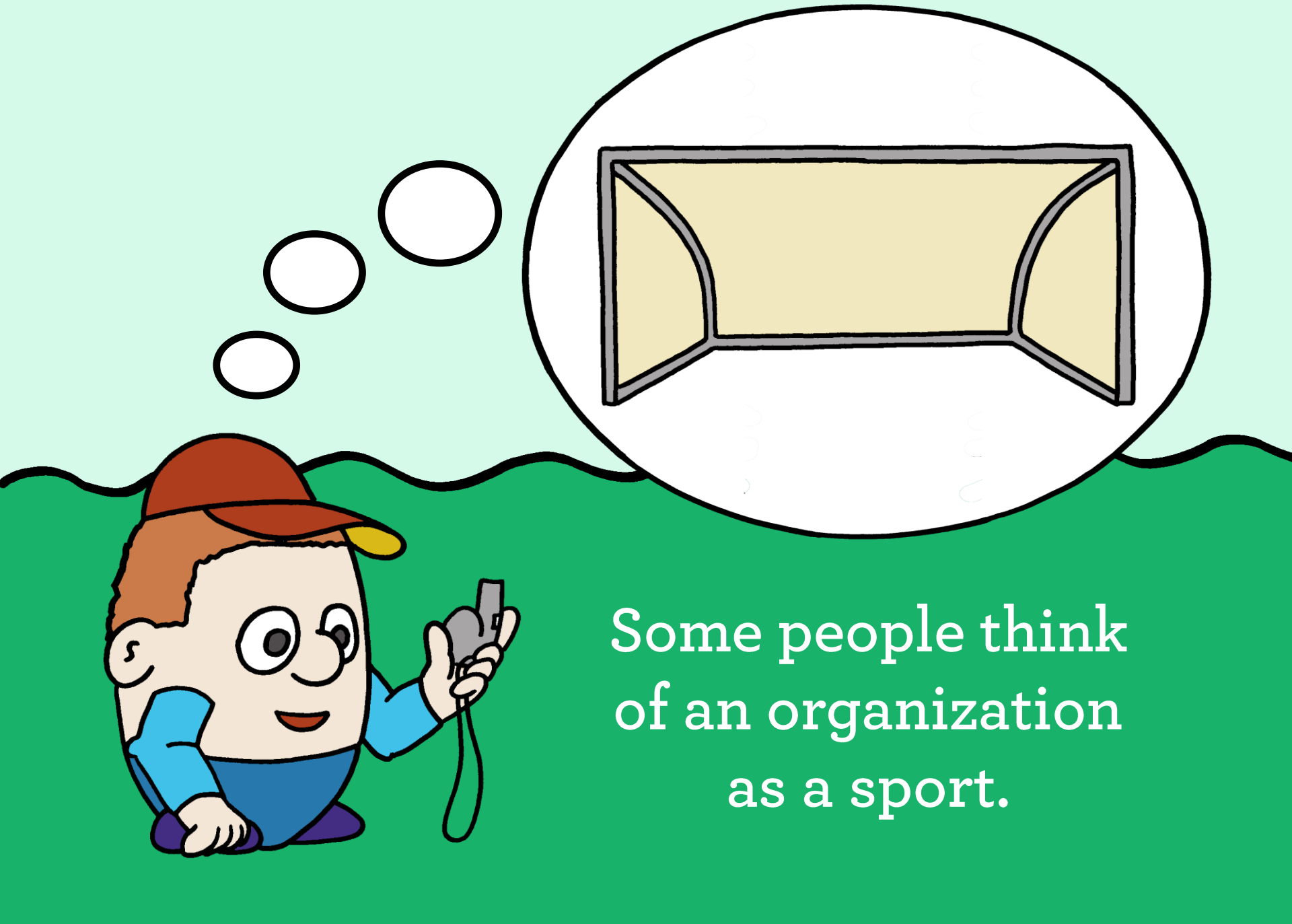
FORTUNE

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...

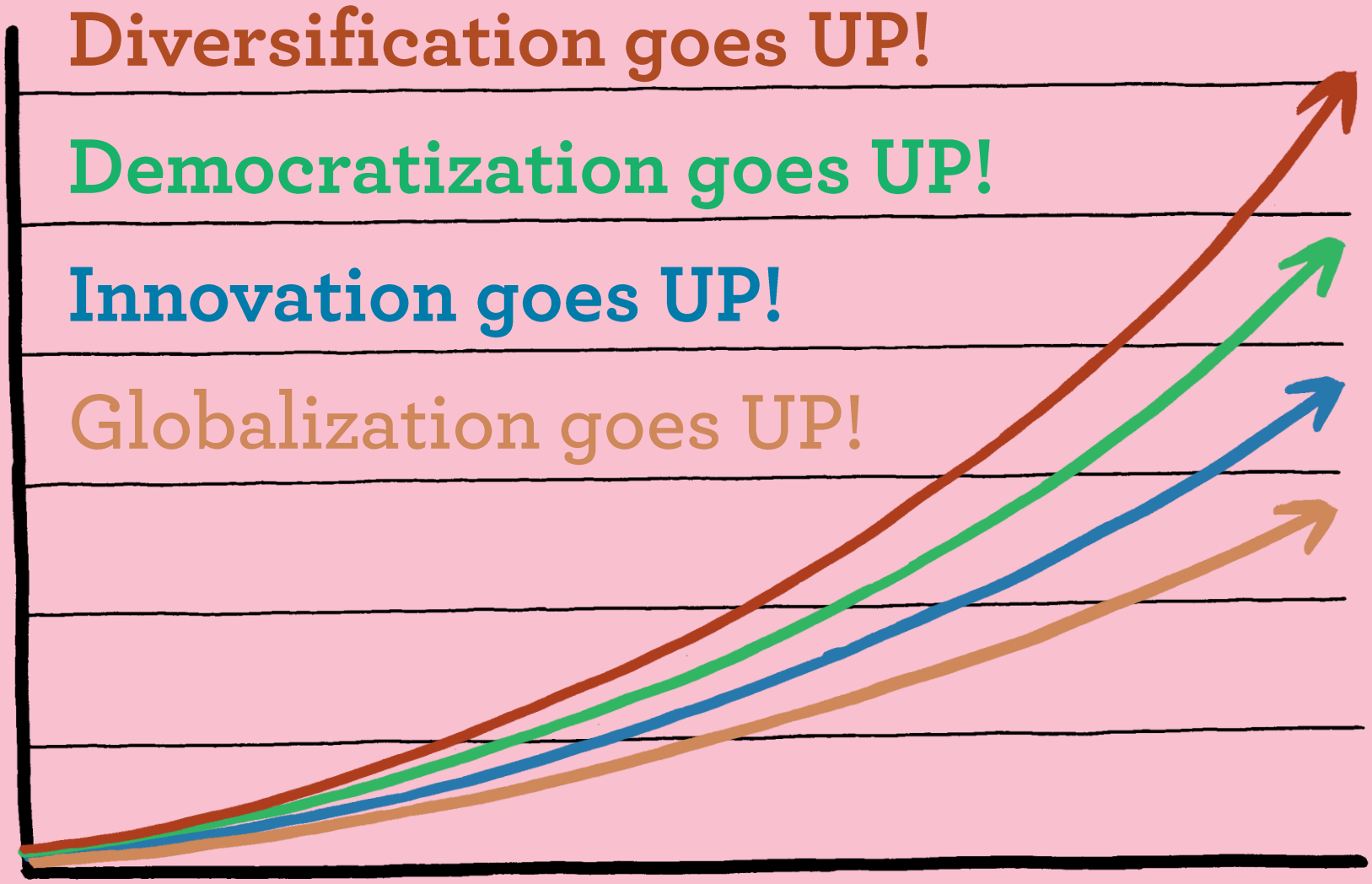
Fads often fail to deliver on their promises, a factor that contributes to their short life cycles and rapid decline.

Harvard Business Review

Spotting Management Fads

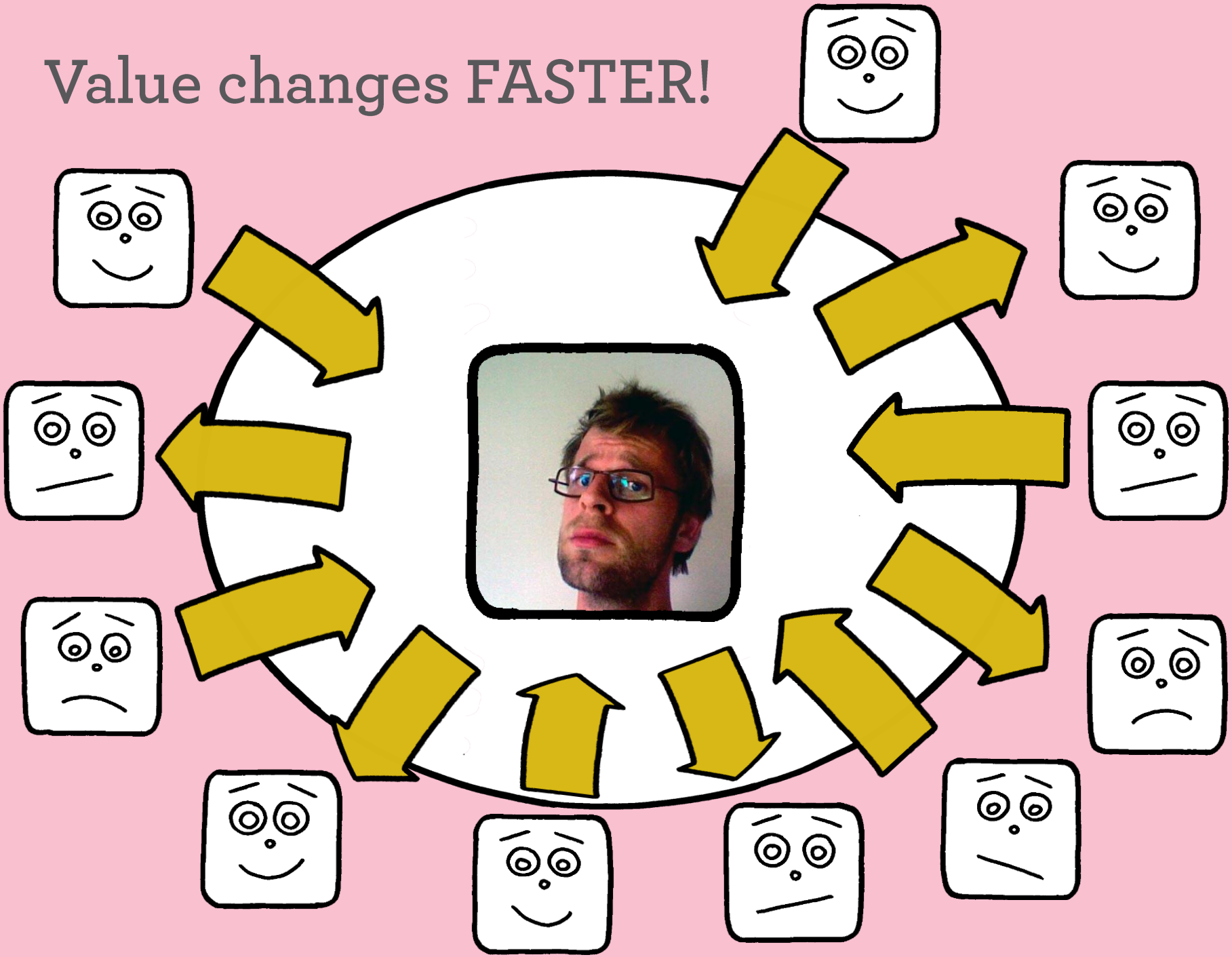
http://hbr.org/2002/10/spotting-management-fads/ar/1

At the same time the world is getting more complex.

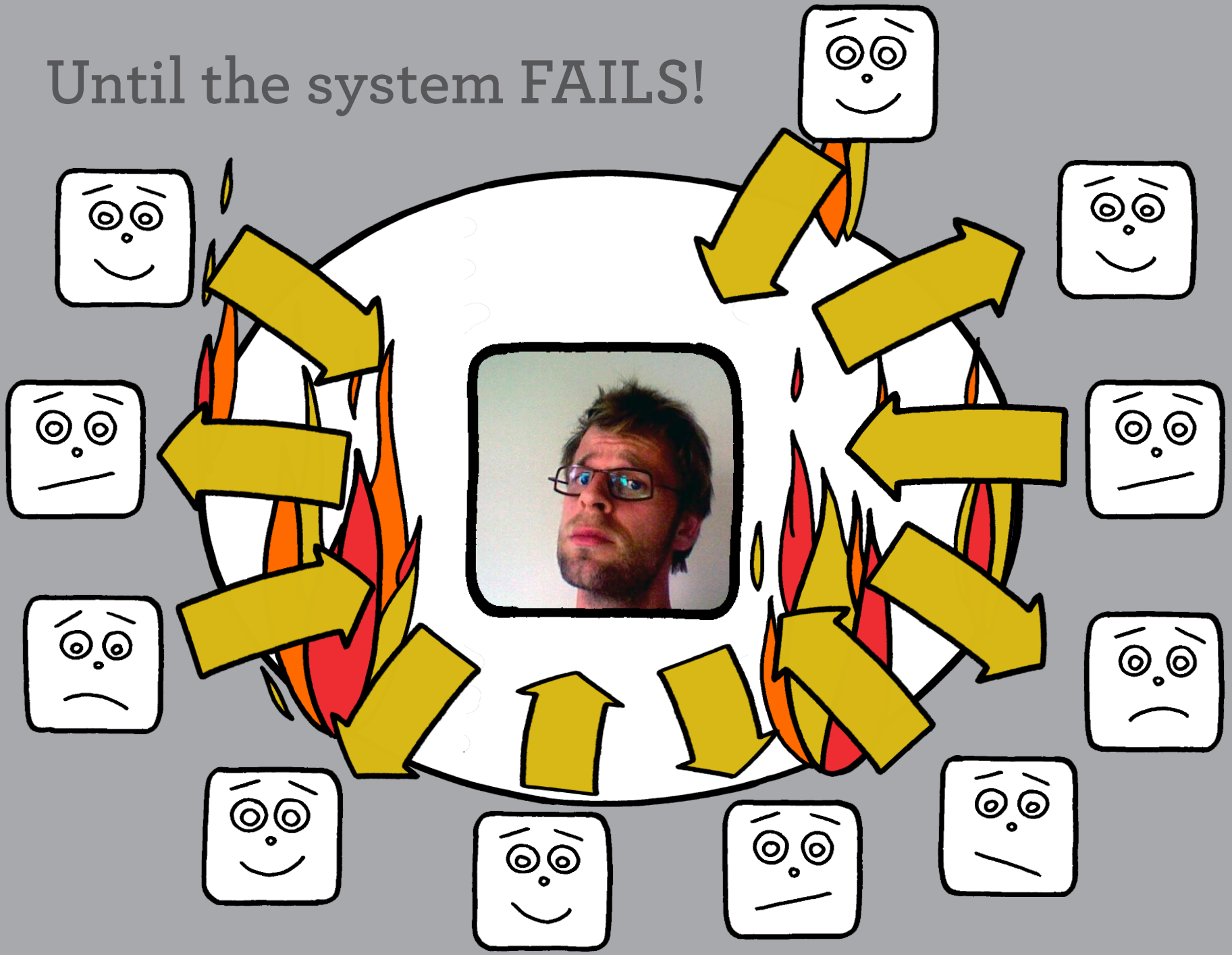

Diversification goes UP!
Democratization goes UP!
Innovation goes UP!
Globalization goes UP!

Uncertainty goes UP!

Value changes FASTER!



Until the system FAILS!



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

We can help
with that!

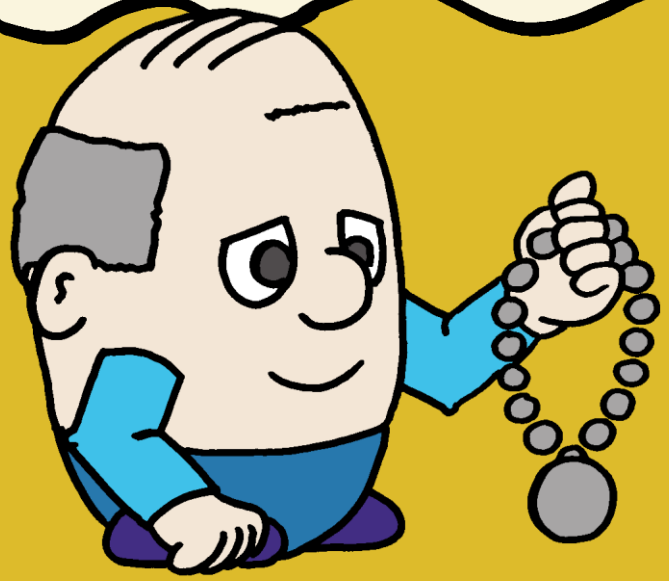
Some people think
of an organization
as a community.

Scrum

Lean

Kanban

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

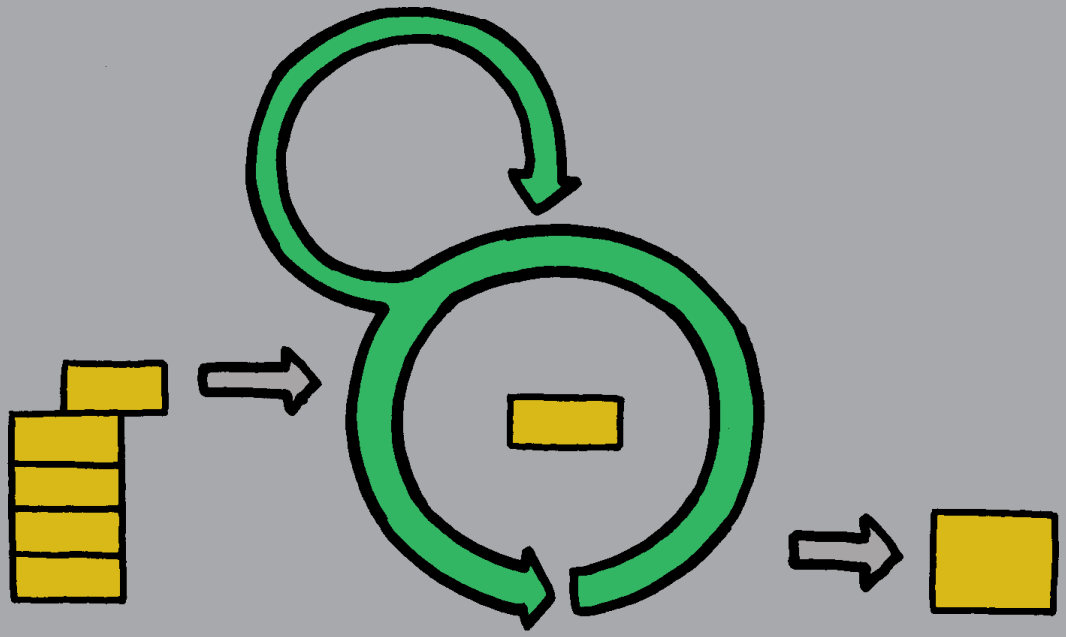
1. Managing Changing Priorities
2. Improved Project Visibility
3. Increased Productivity
4. Improved Team Morale
5. Faster Time-to-Market
6. Better Alignment Between IT & Business Objectives
7. Enhanced Software Quality
8. Simplified Development Process

STATE OF
AGILE SURVEY
2011

http://www.versionone.com/state_of_agile_development_survey/11/

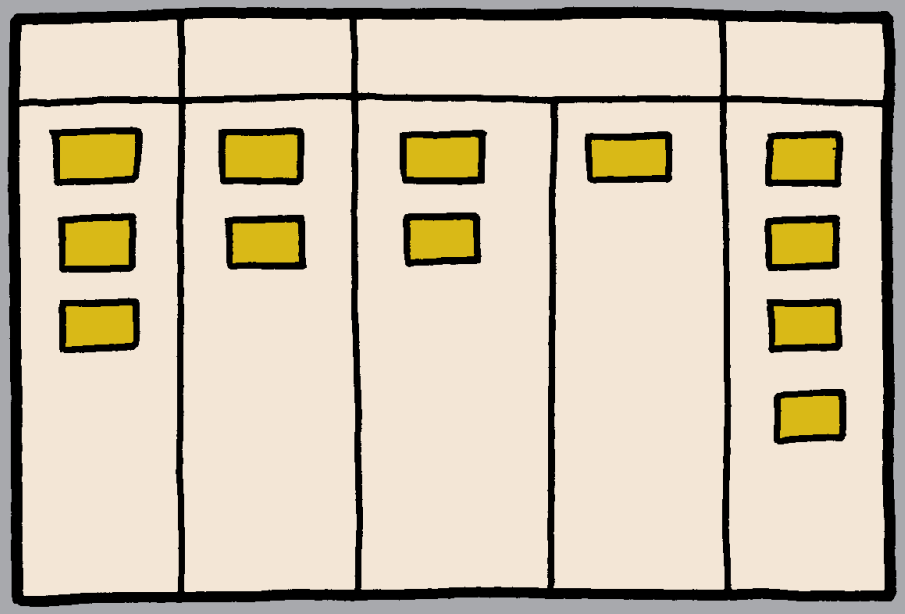
But, different community leaders suggest fixing things in different ways...

Scrum



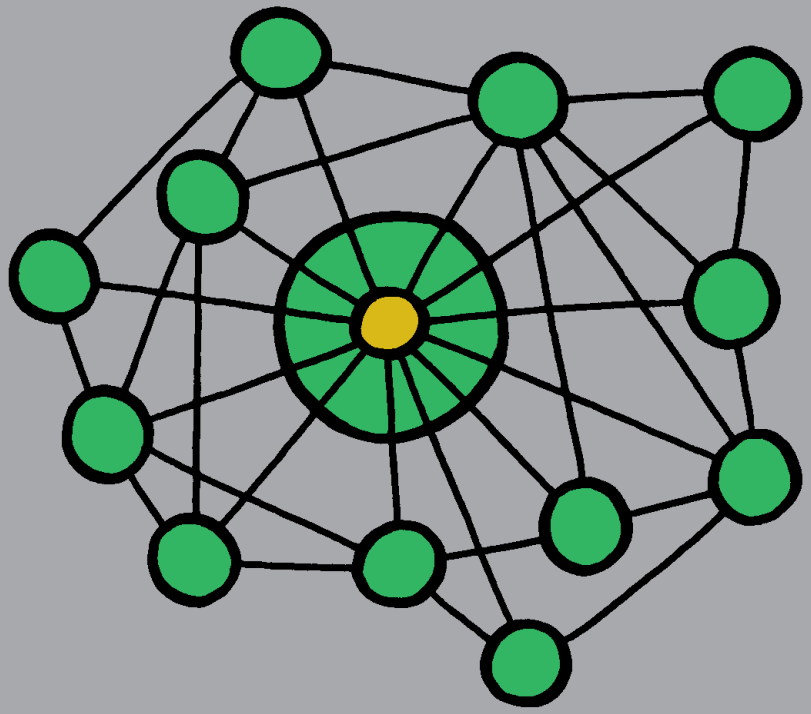
Mike Cohn. Succeeding with Agile: Software Development using Scrum, 2010

Kanban



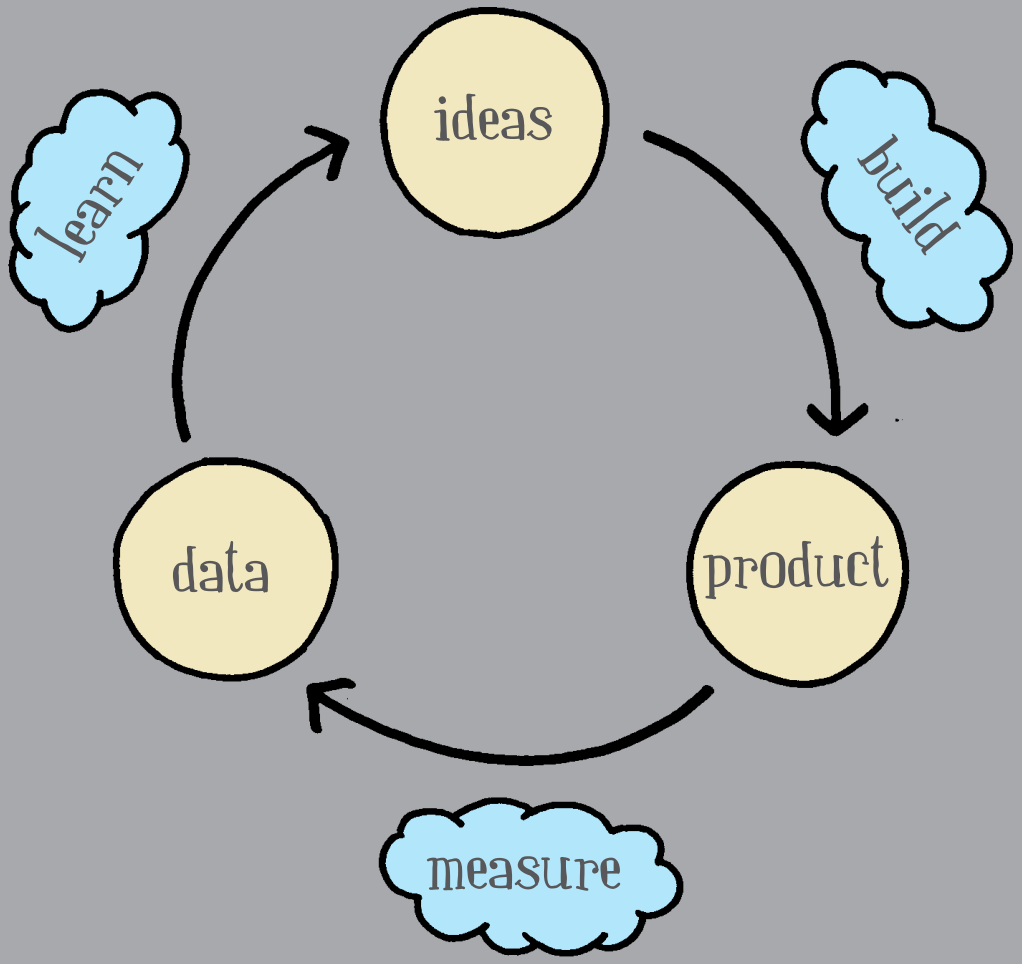
David Anderson. Kanban: Successful Evolutionary Change in Your Software Business, 2010

Beyond Budgeting



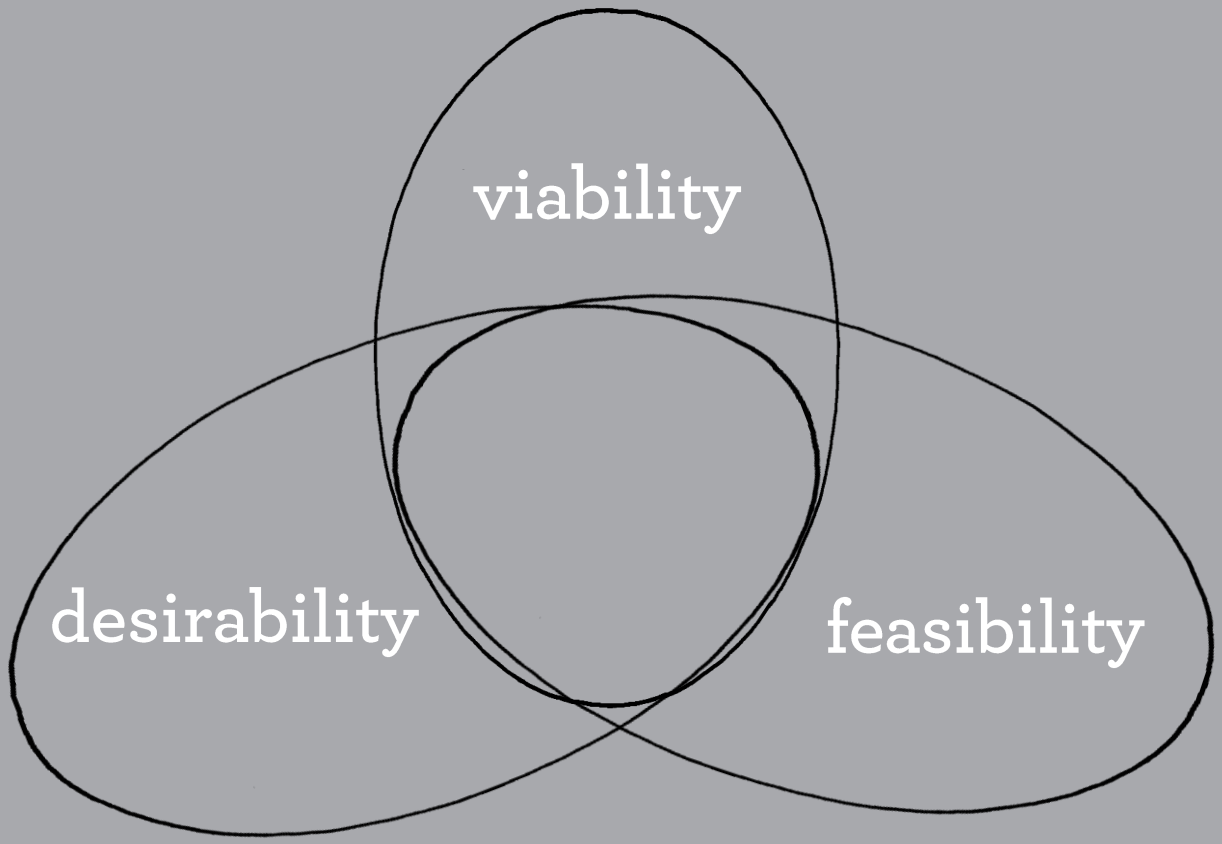
Jeremy Hope, Beyond Budgeting: How Managers Can Break Free..., 2003

Lean Startup



Eric Ries, The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation..., 2011

Design Thinking



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

It seems we're making progress, but...

Barriers to Agile Adoption

STATE OF
AGILE SURVEY
2011

http://www.versionone.com/state_of_agile_development_survey/11/

So, how can we solve the remaining problems?

Management Workout!

http://www.flickr.com/photos/dvids/6749625221/ © DVIDSHUB, Creative Commons 3.0

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.

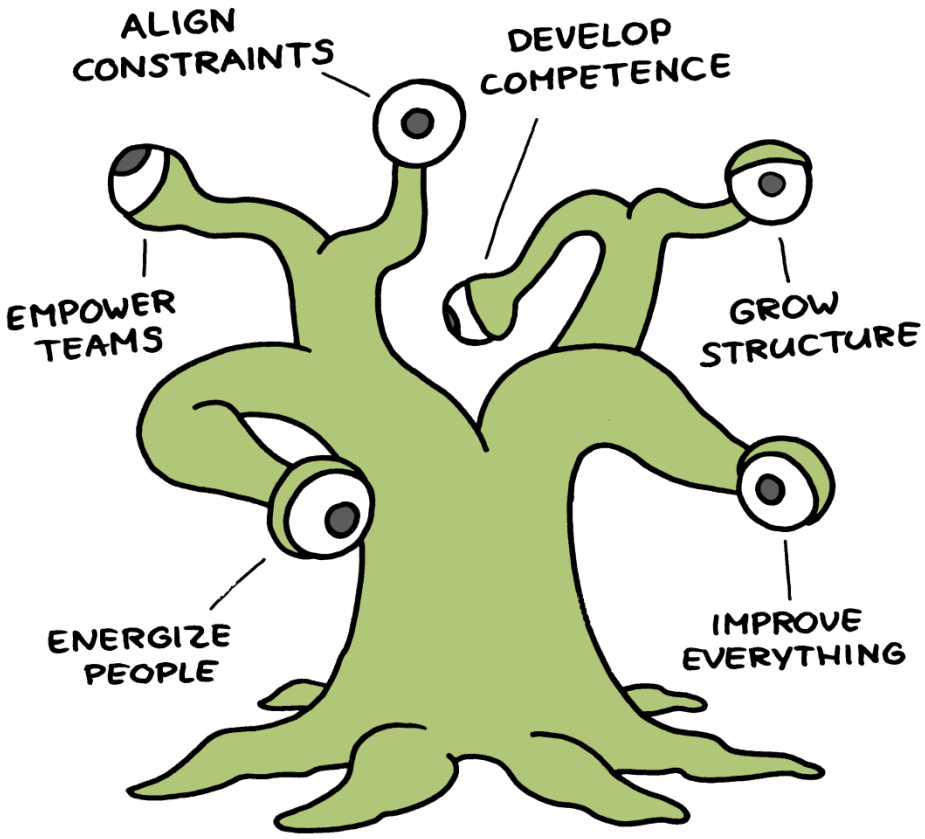
Peter F. Drucker

Management: Revised Edition, 2008

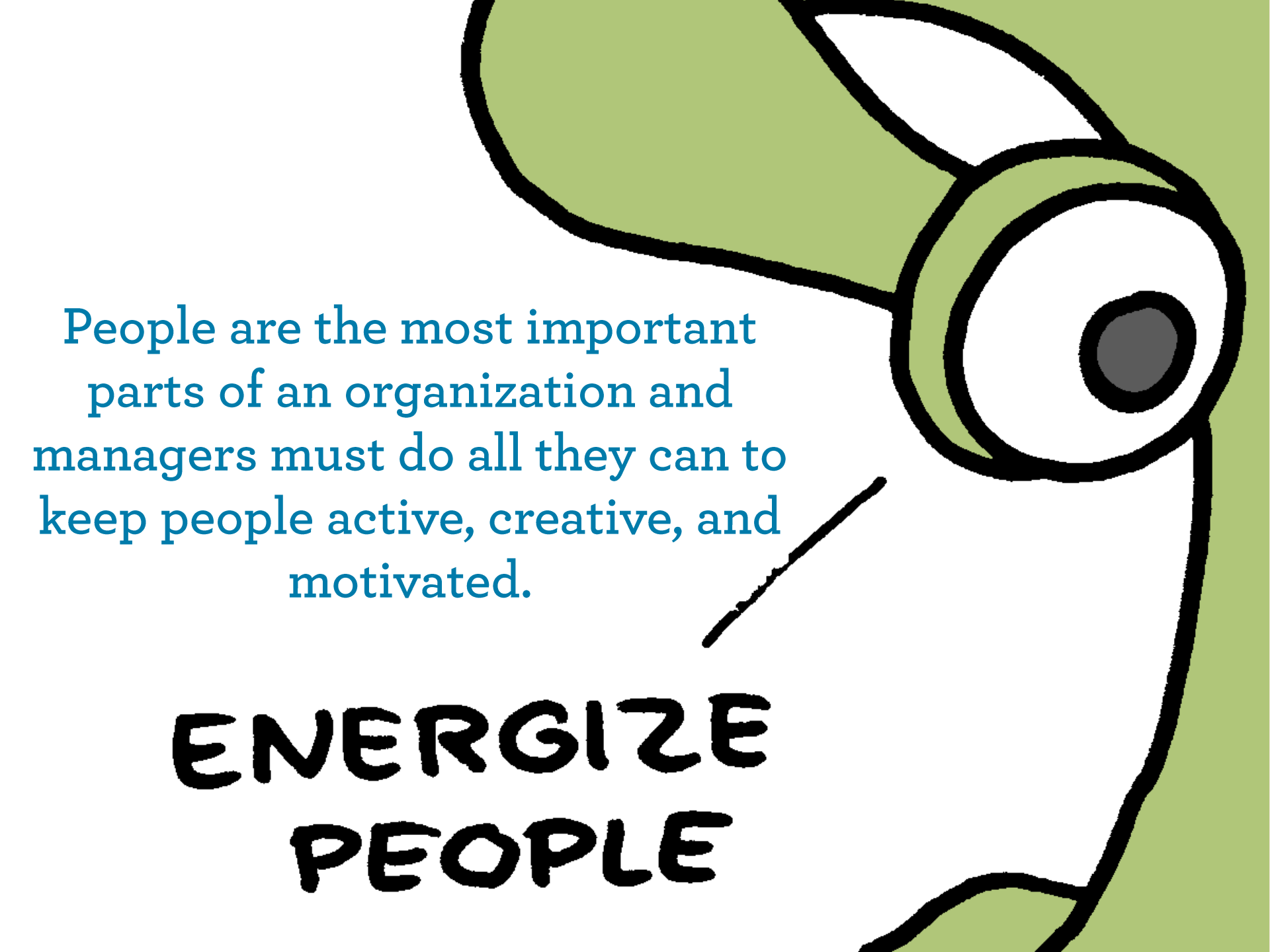
Management is too important to be left to the managers. We all participate in the workout.

Management 3.0

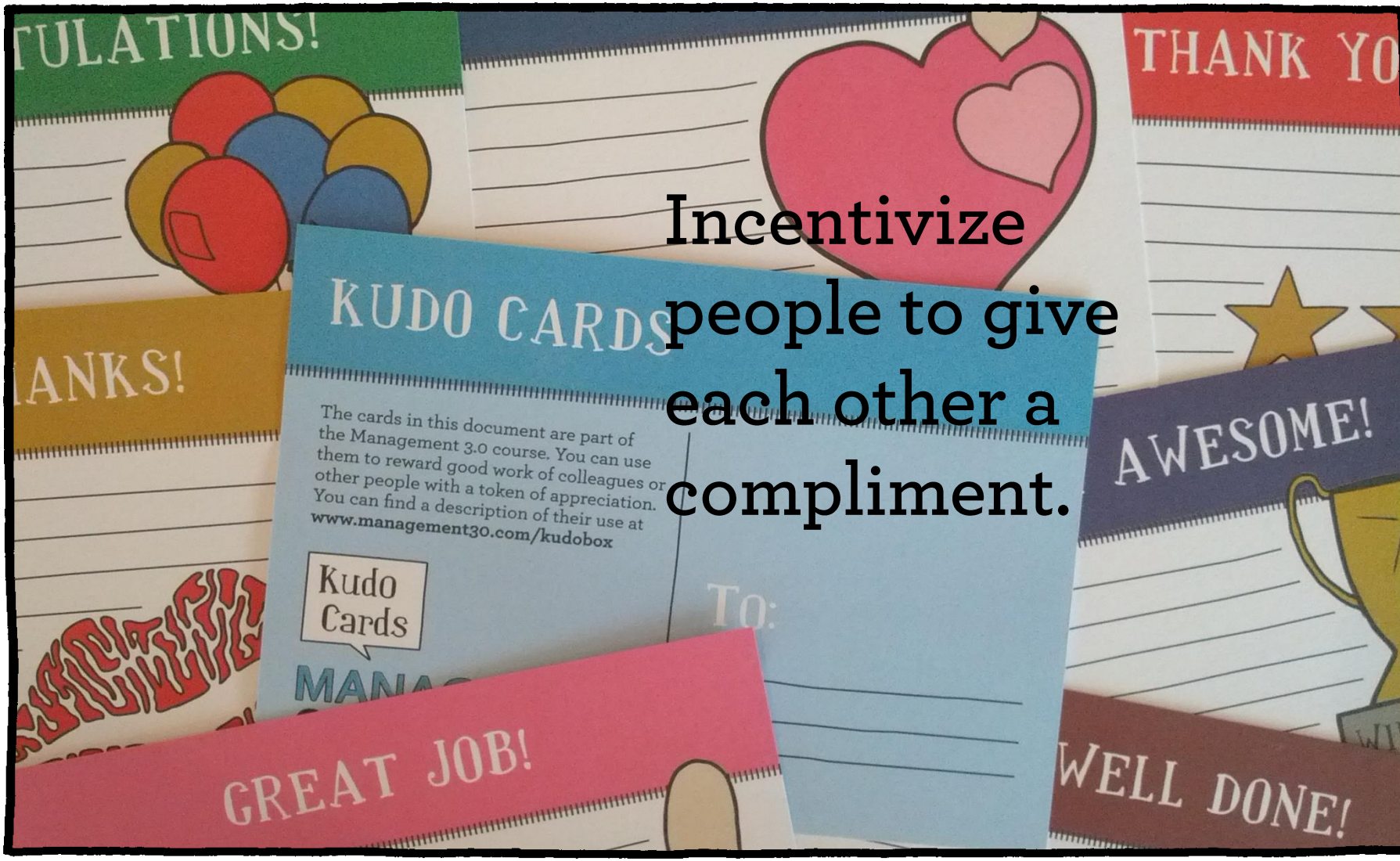
Workout Practices



People are the most important parts of an organization and managers must do all they can to keep people active, creative, and motivated.



Example: Kudo Box



Incentivize people to give each other a compliment.

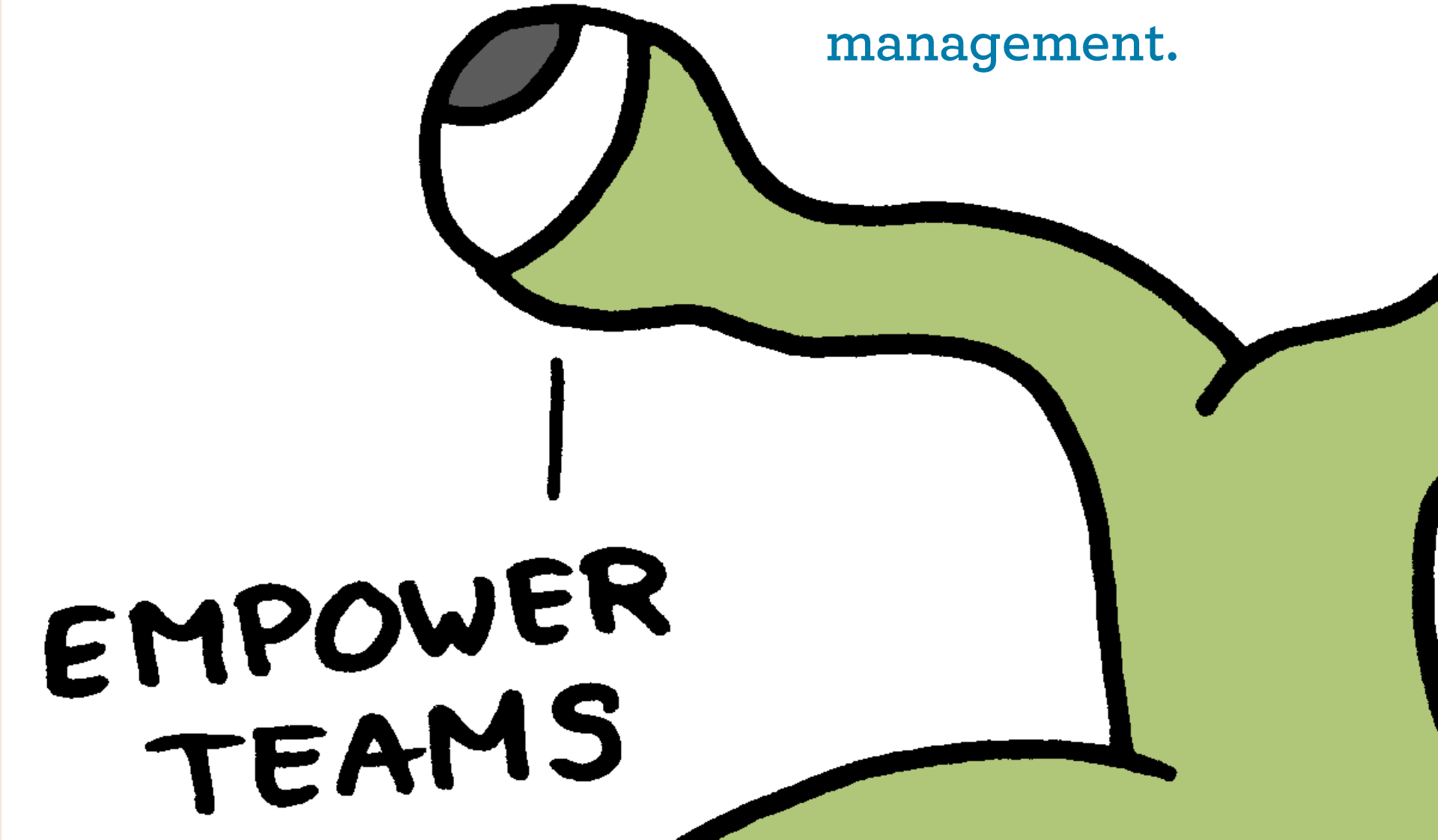
MERIT MONEY

MANAGEMENT 3.0 WORKOUT

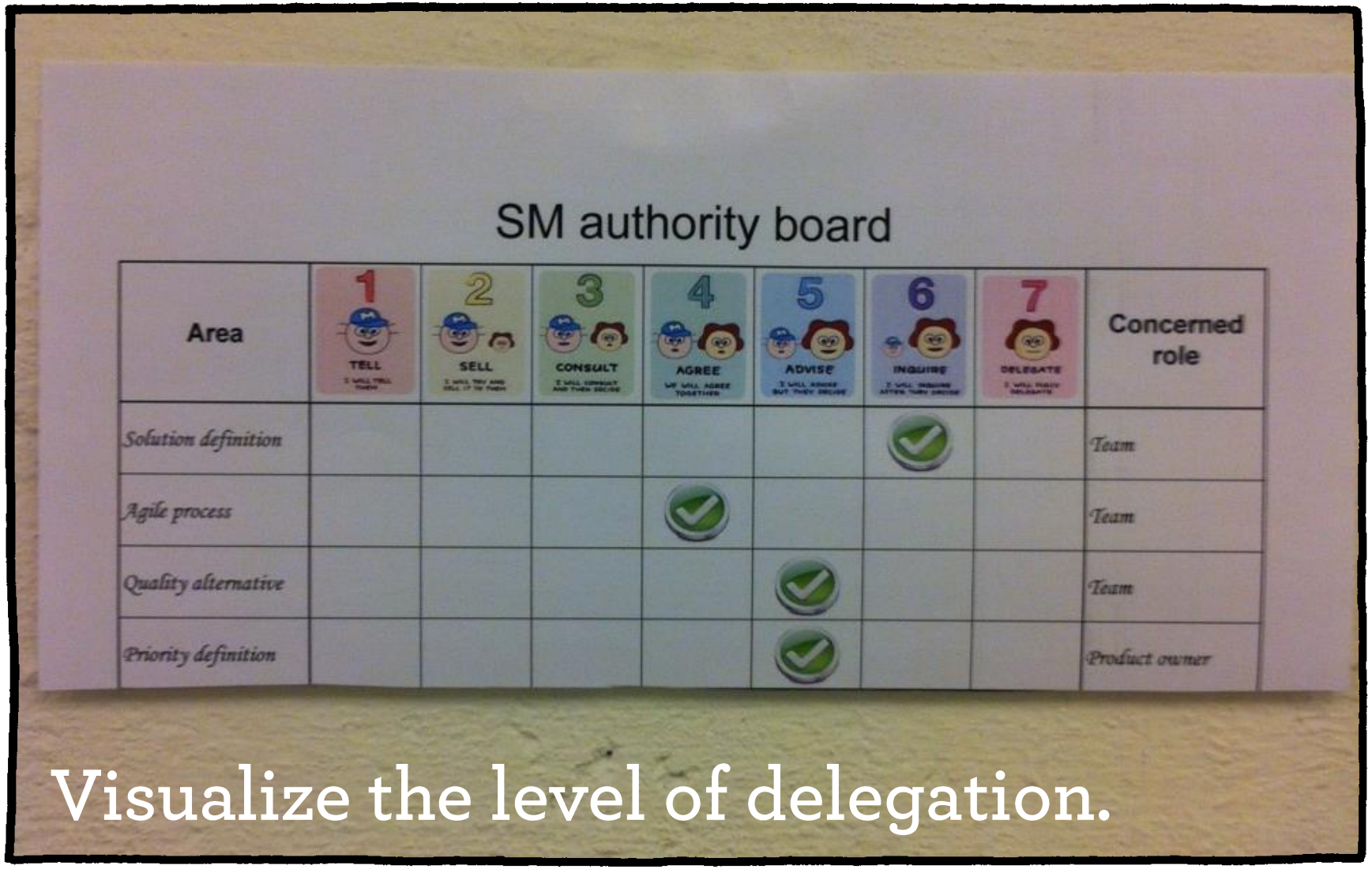
© 2013 JURGEN APPELO

MANAGEMENT30.COM/MERIT-MONEY

Teams can self-organize, and this requires empowerment, authorization, and trust from management.



Example: Authority Boards



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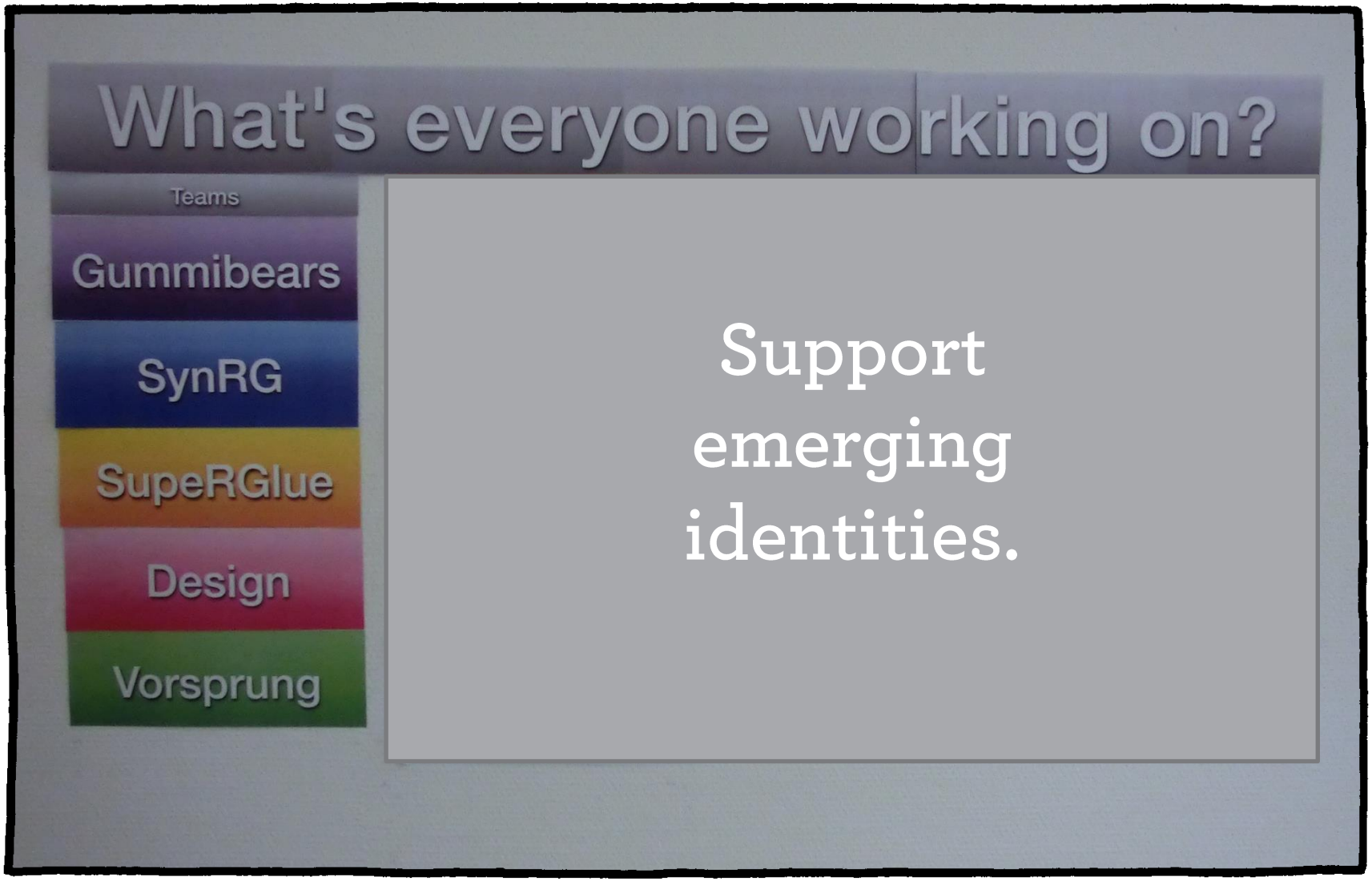
ALIGN CONSTRAINTS

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



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WORK EXPO

MANAGEMENT 3.0 WORKOUT

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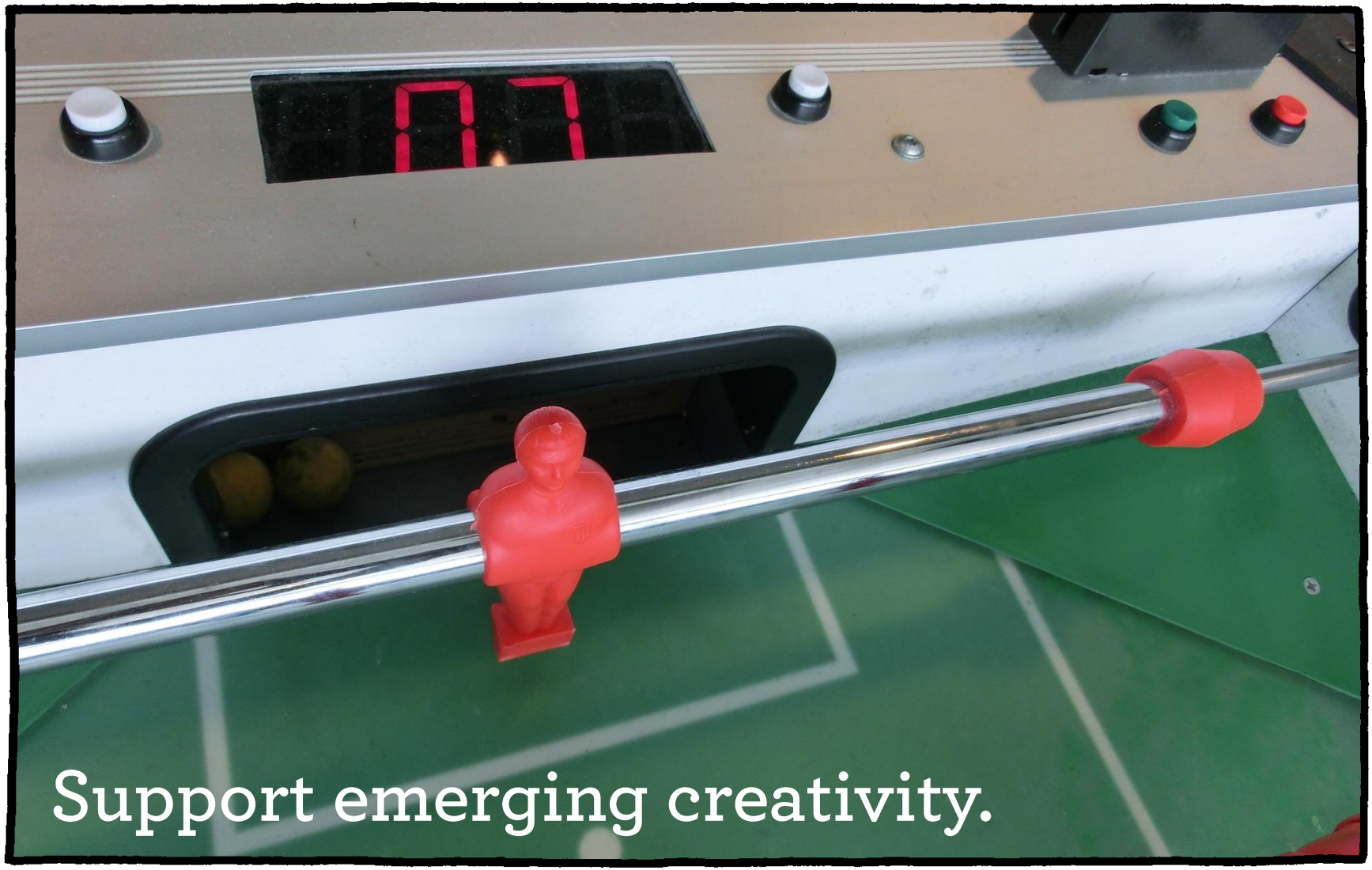
WWW.MANAGEMENT30.COM/WORK-EXPO

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



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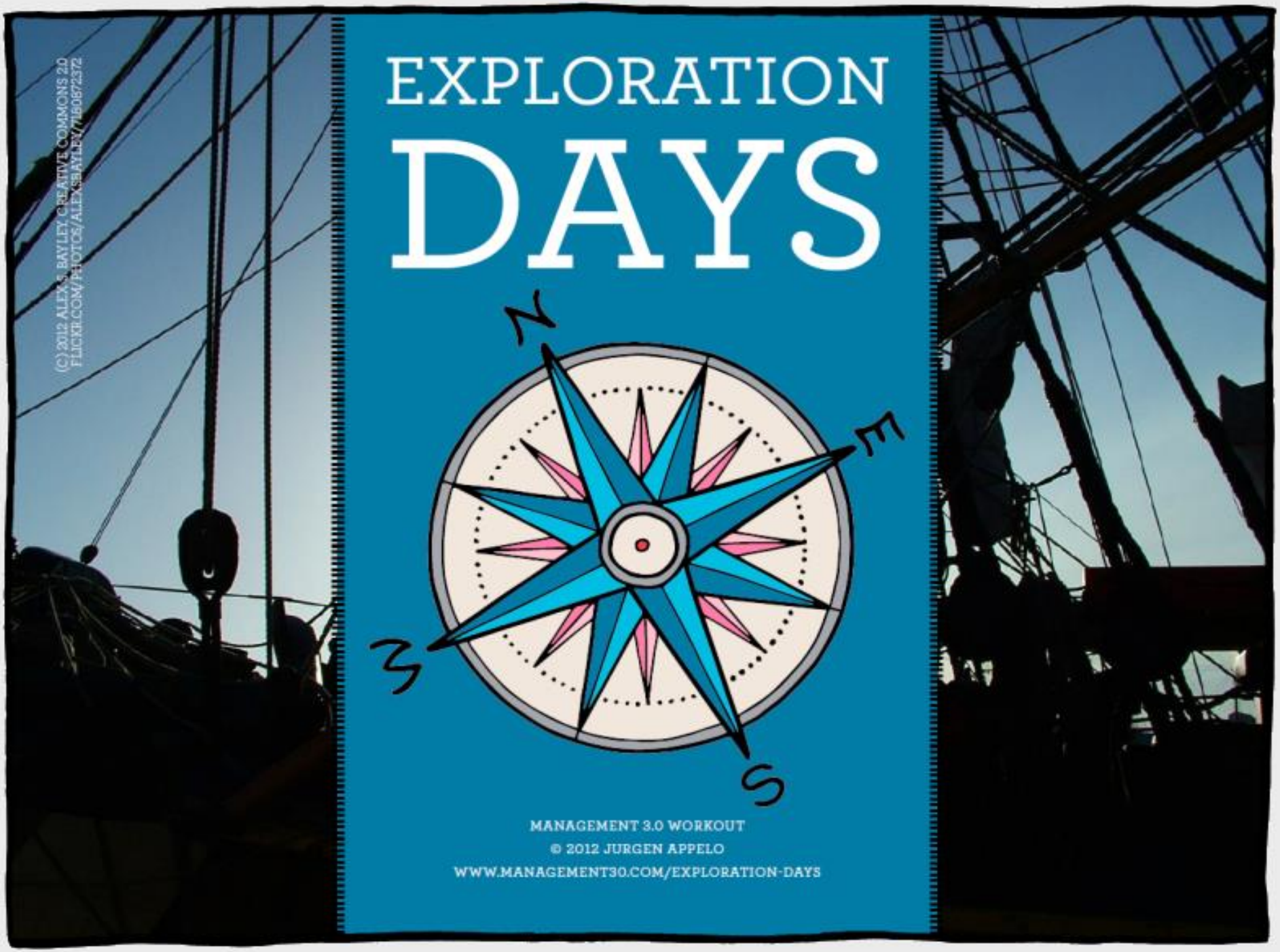
(C) 2012 ALEX S. BAYLEY, CREATIVE COMMONS 2.0
FLICKR.COM/PHOTOS/ALEXSBAYLEY/7160572372
EXPLORATION
DAYS
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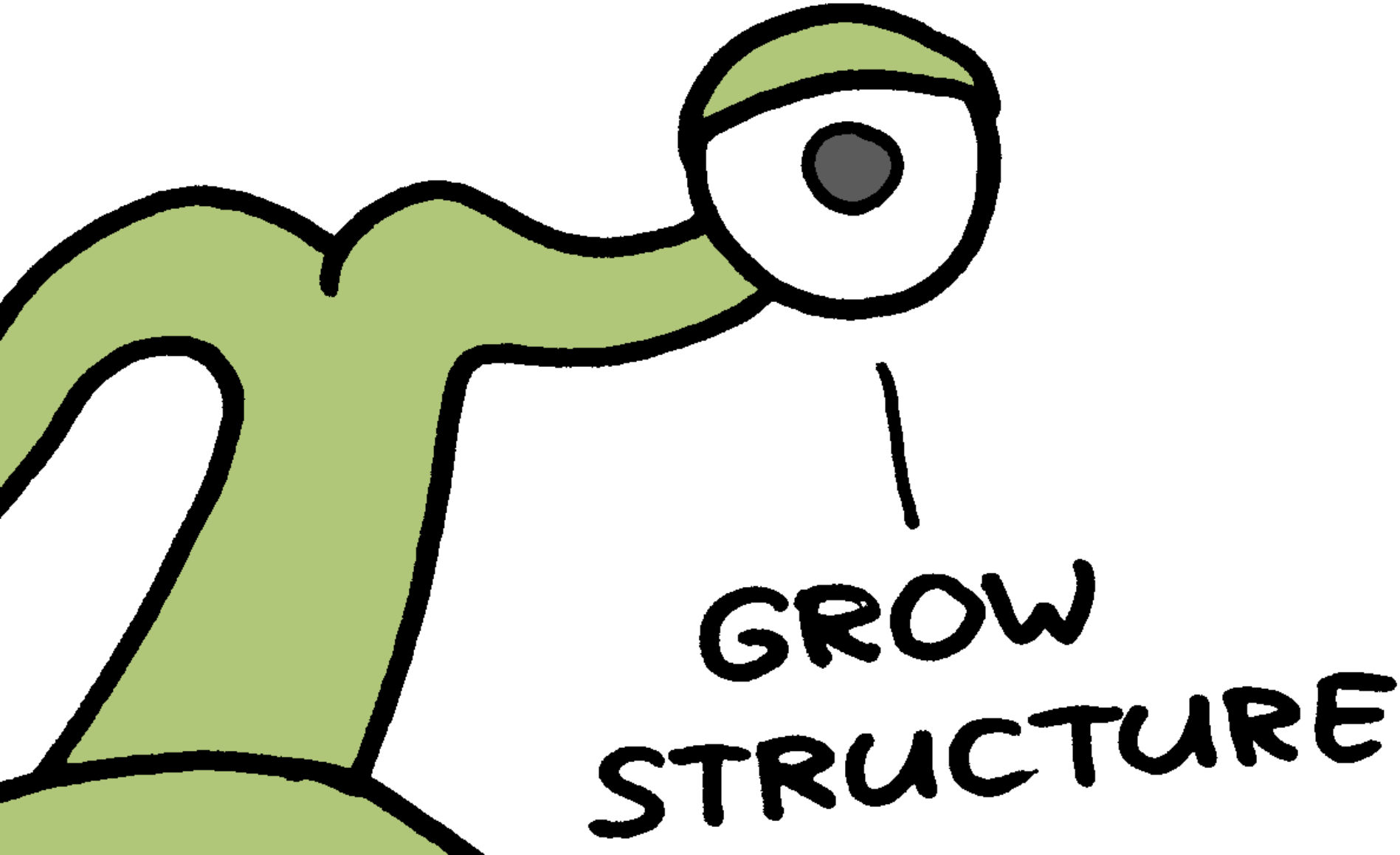
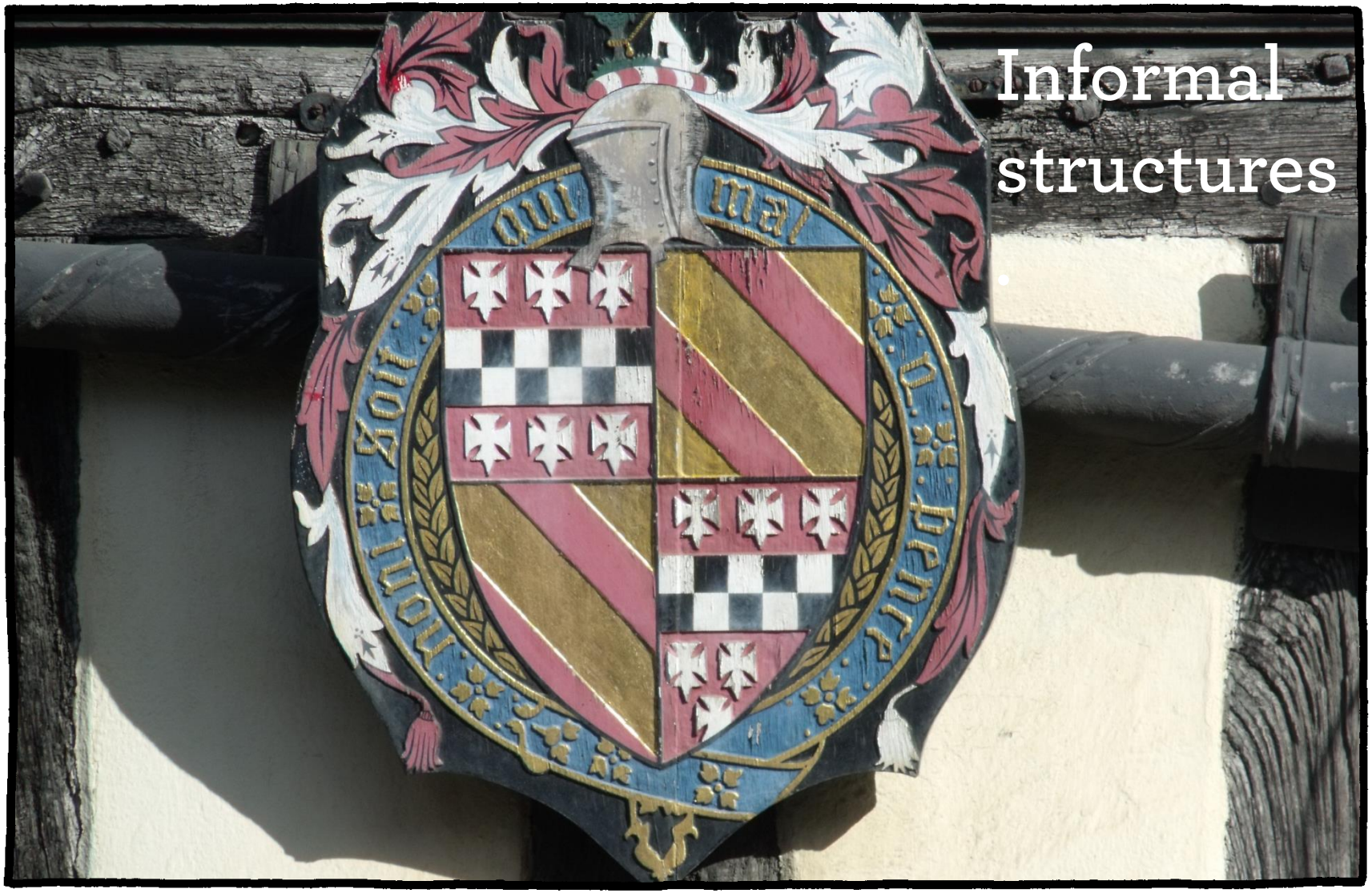
WWW.MANAGEMENT30.COM/EXPLORATION-DAYS

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



Example: Business Guilds



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BUSINESS GUILDS

MANAGEMENT 3.0 WORKOUT
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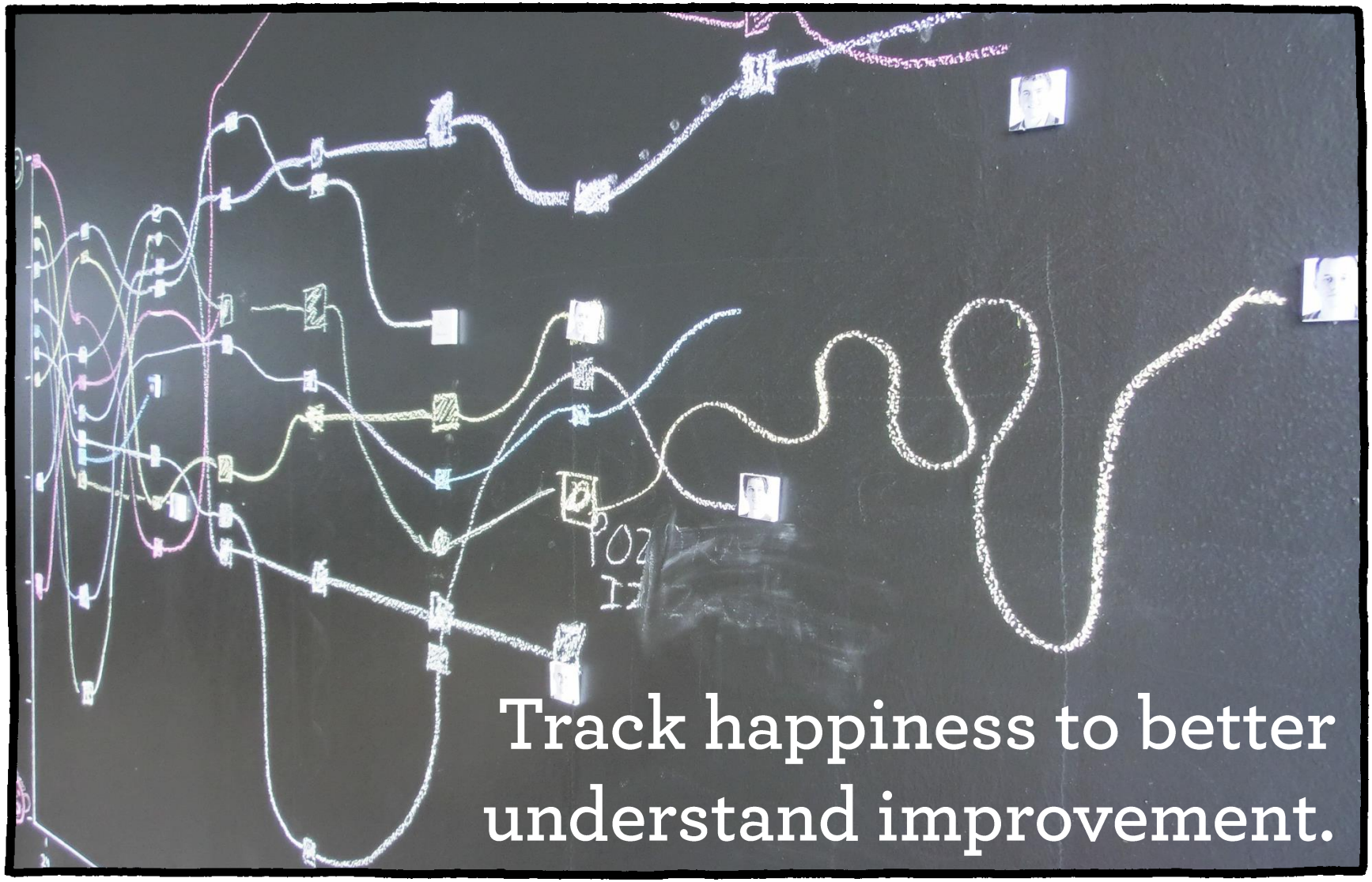
People, teams, and organizations need to improve continuously to defer failure for as long as possible.
IMPROVE EVERYTHING

Example: Happiness Index



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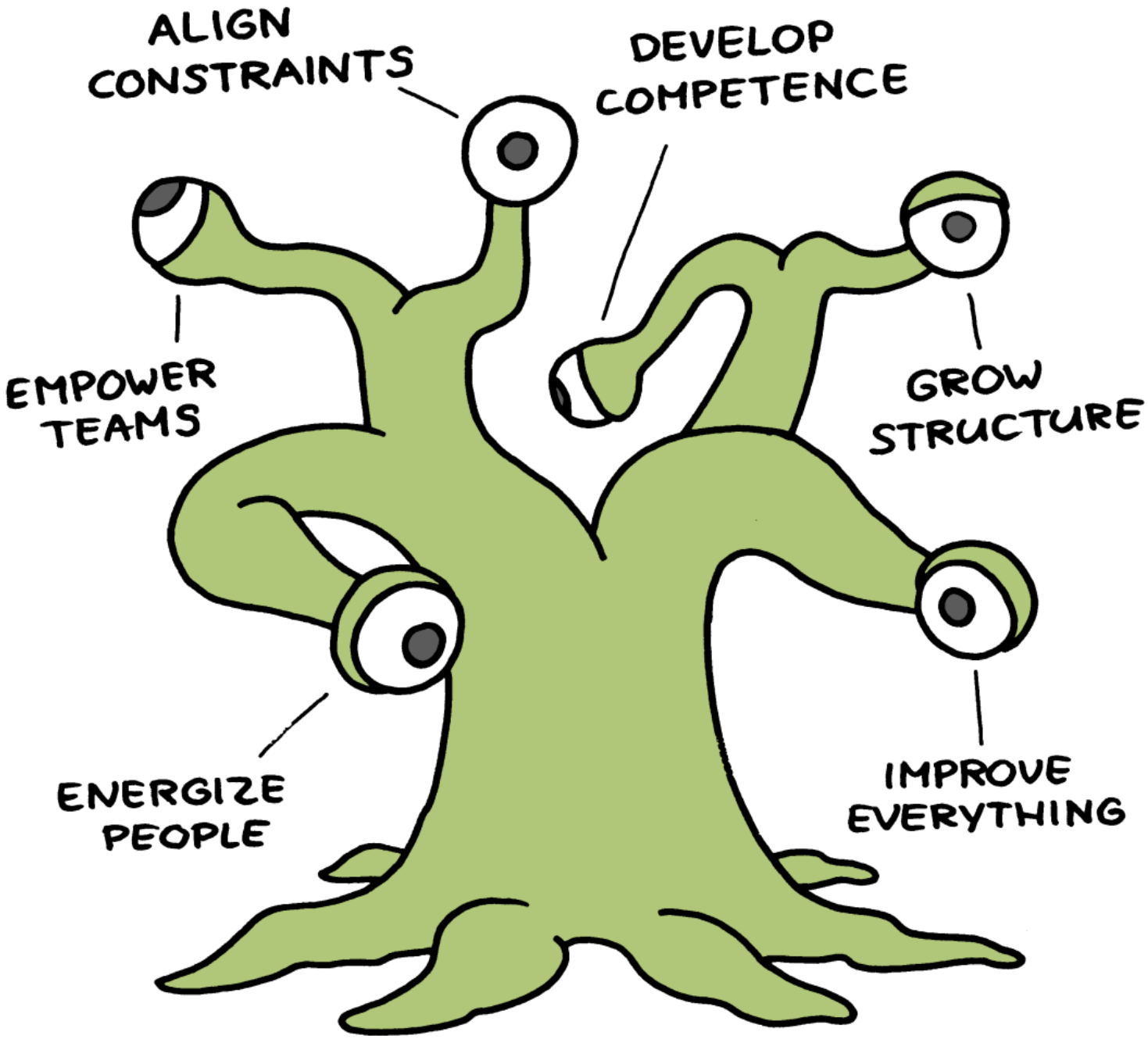
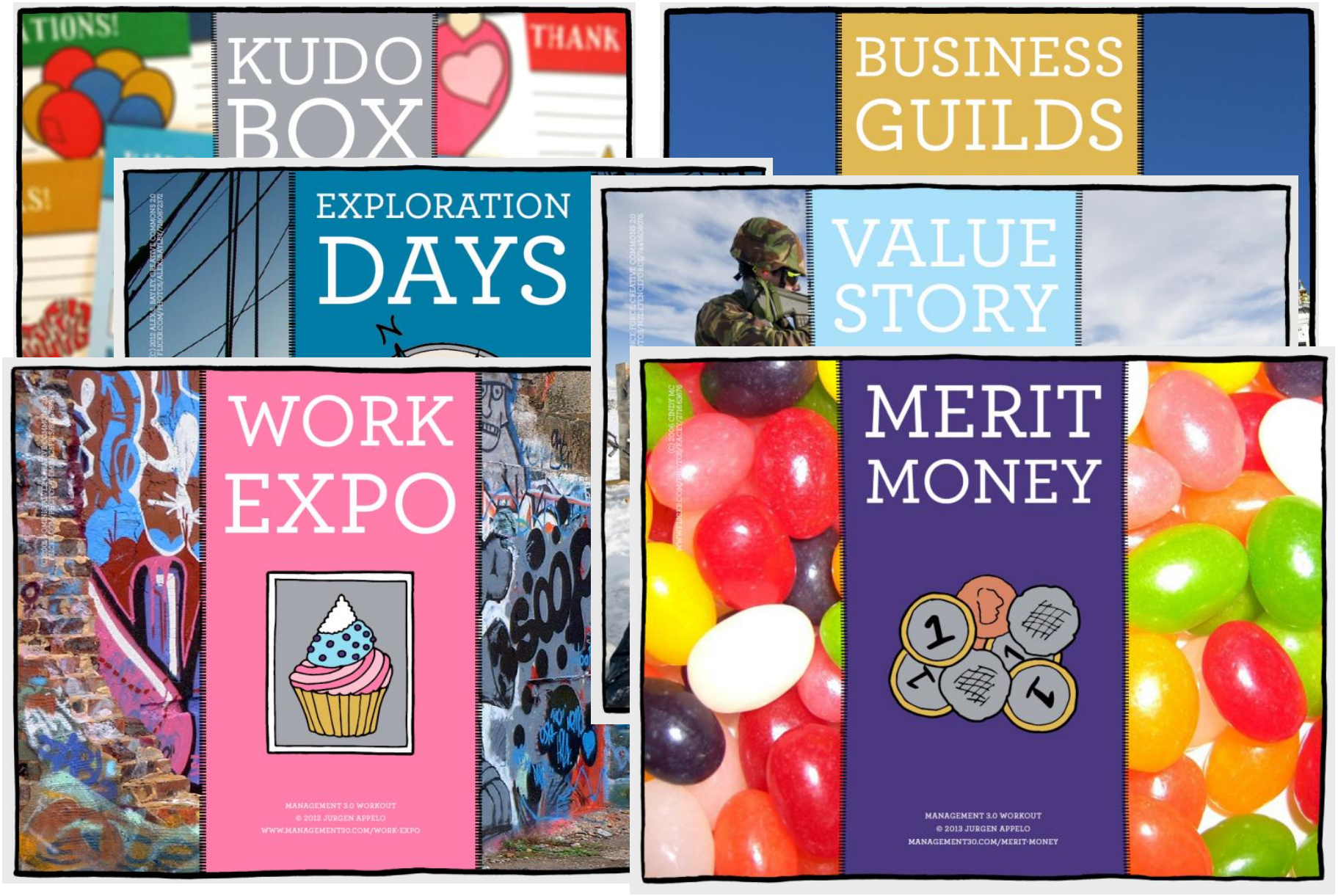
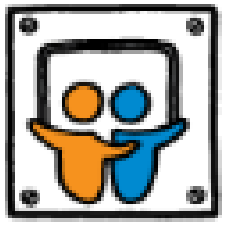

ALIGN CONSTRAINTS
DEVELOP COMPETENCE
EMPOWER TEAMS
GROW STRUCTURE
ENERGIZE PEOPLE
IMPROVE EVERYTHING

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

Until Melly is
really smiling...



www.management30.com/workout



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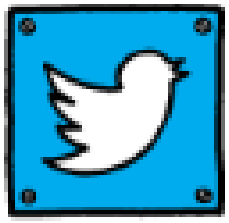

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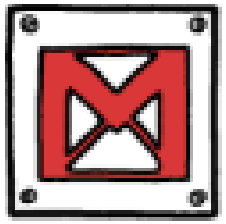

jurgen@noop.nl