Jurgen Appelo

How to Change the World

CHANGE MANAGEMENT 3.0

European geography lesson #1

Jan Mayen
(NORWAY)
Norwegian Sea
NORWAY
ICELAND
Faroe Islands
(DEN.)
Tórshavn
SWEDEN
FINLAND
Murmansk
White Sea
Arkhangel'sk
Lake Ladoga
Lake Onega
Gulf of Bothnia
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Stockholm
Helsinki
Tallinn
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Baltic Sea
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Rockall
(U.K.)
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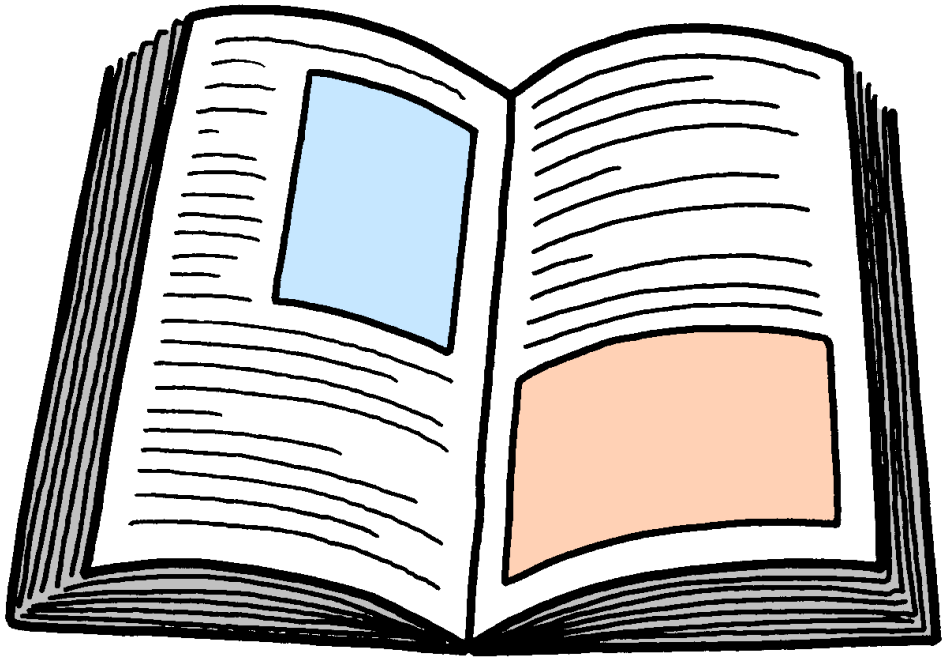
Story



For 15 years I failed to leave my mark in this world.
Until I started writing…

NOOP.NL

« Question for Time Travelers | Main | Status Update of My Book on Complexity »

JANUARY 20, 2008

Why I Started This Blog

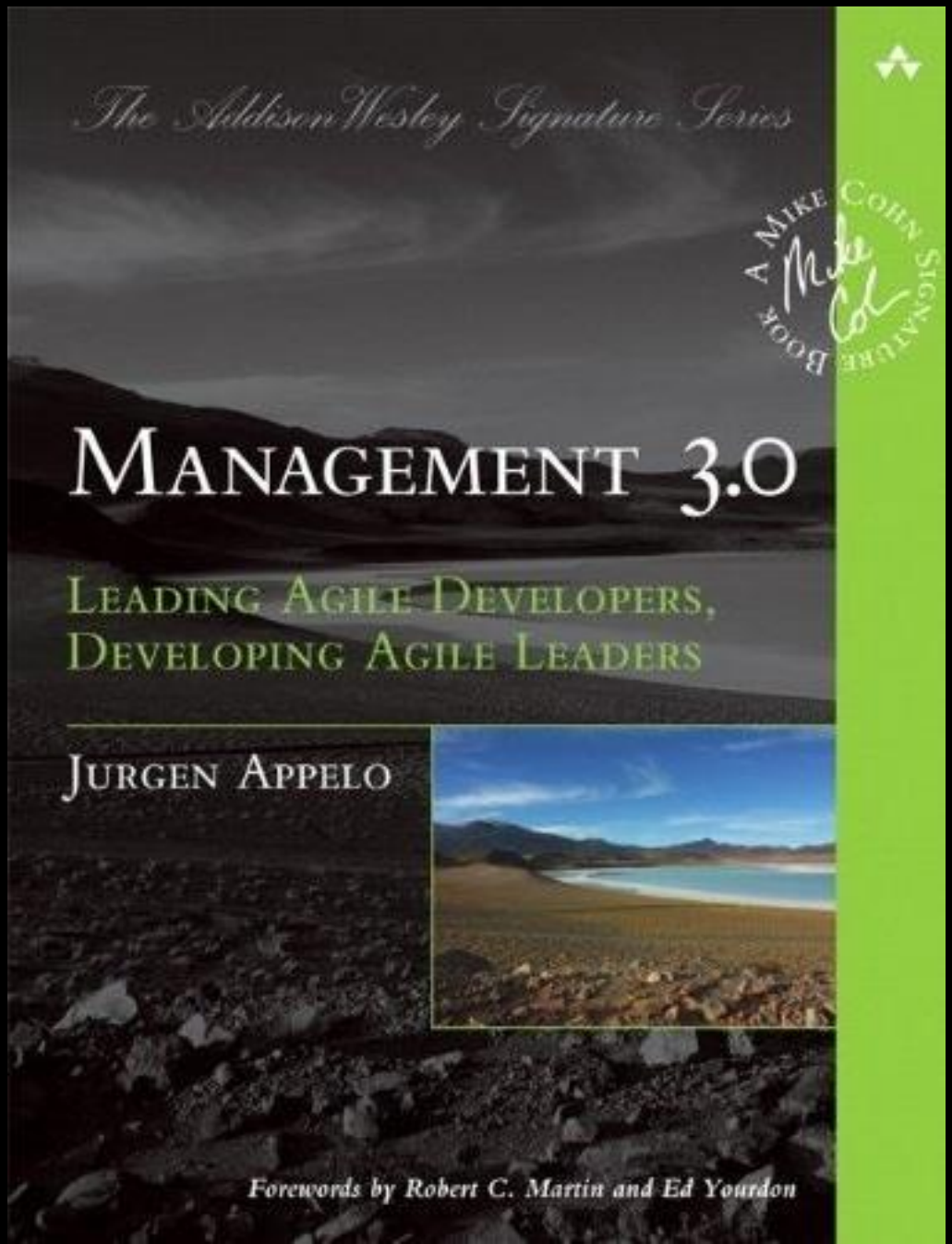
The reason I started this blog is as follows:

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.

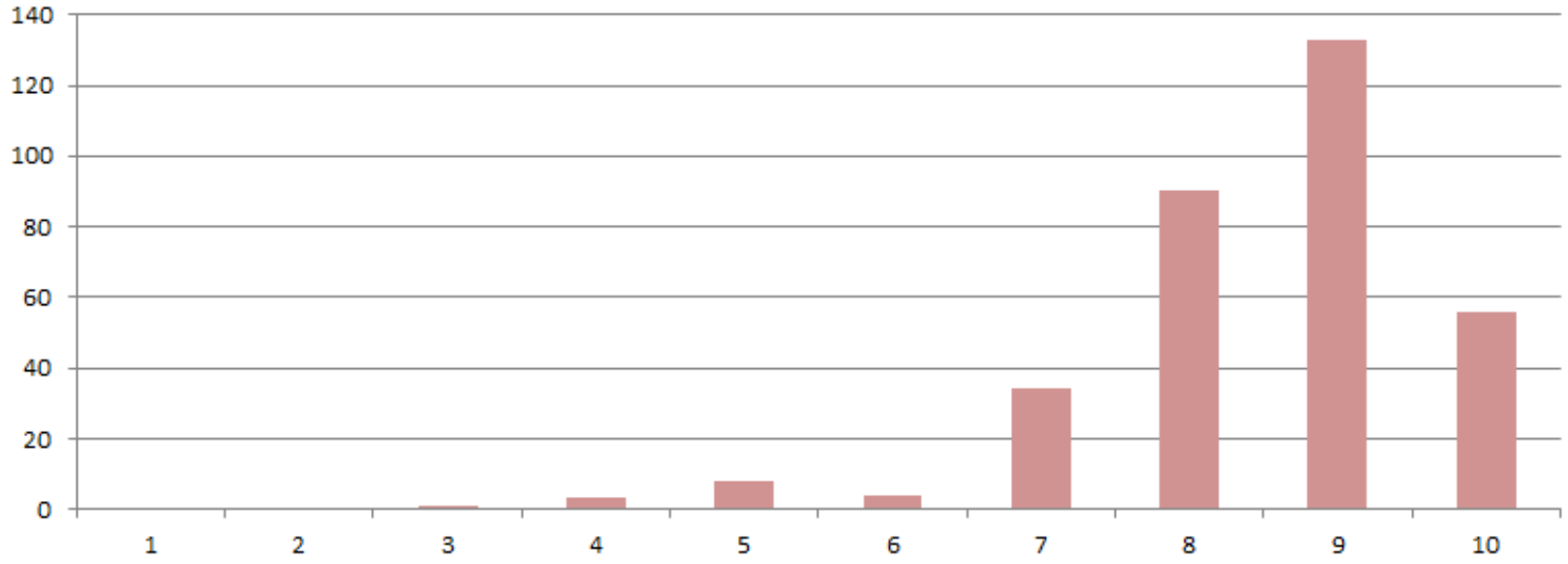
This blog will be dedicated to my attempt to write a book about complex systems and the complexity of software engineering. Here you can read about my progress, interesting material I found, conclusions I have drawn, previews of texts I have written, and every detail of my pain and suffering while going 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

MANAGEMENT 3.0

Agile Leadership Practices



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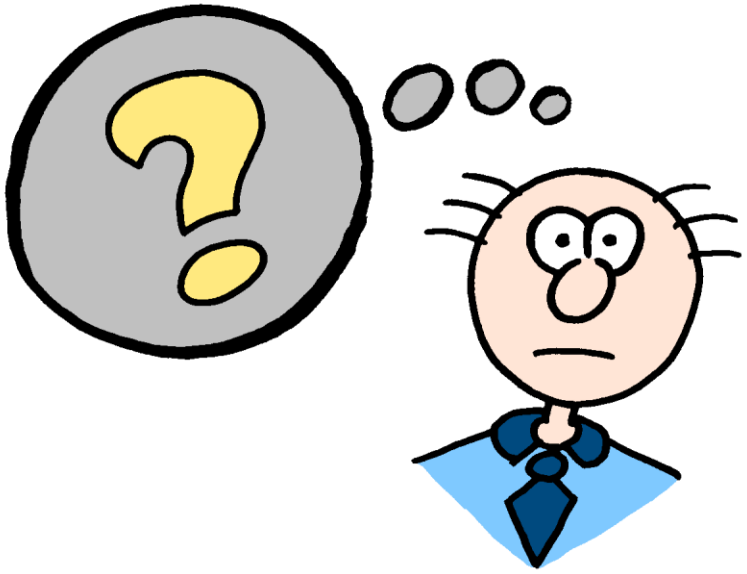
How did I do that

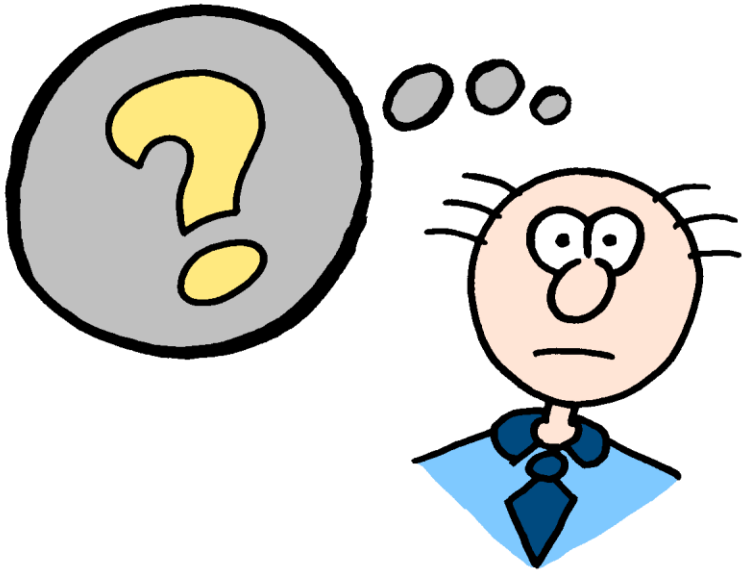
I often get questions like this…

How can I…



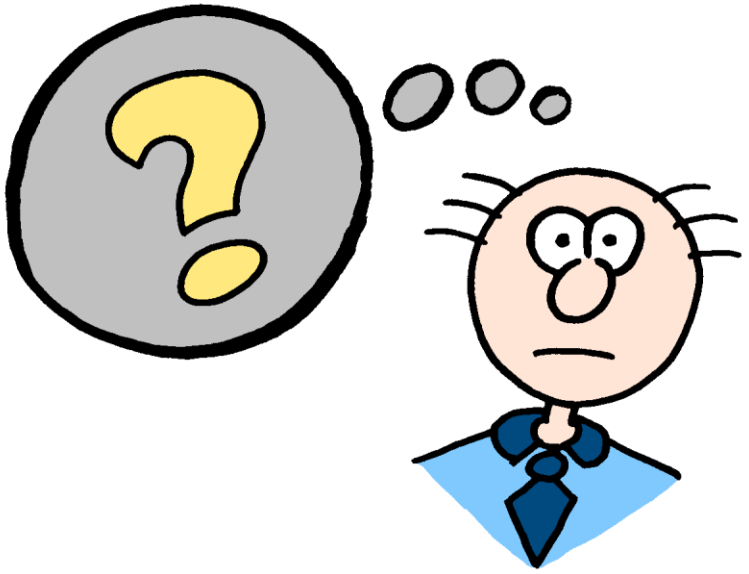
- "Make" the rest of the organization more Agile?

How can I…



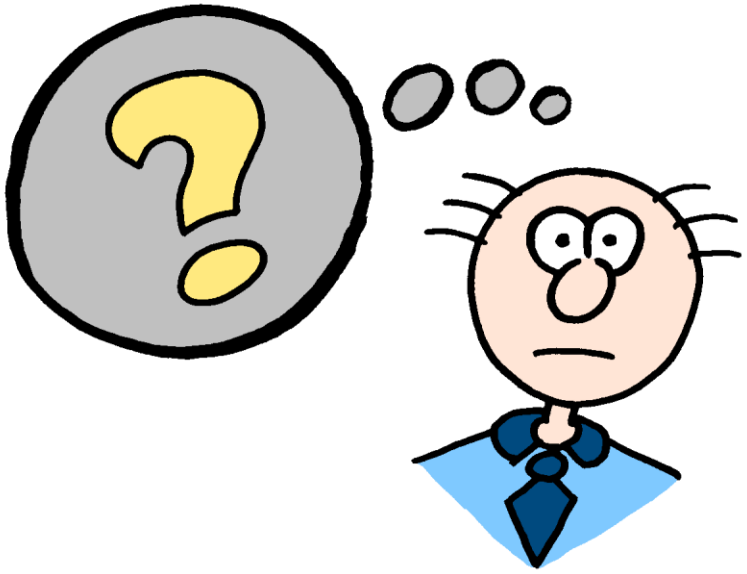
- "Make" the rest of the organization more Agile?
- "Motivate" my employees to develop themselves?

How can I…



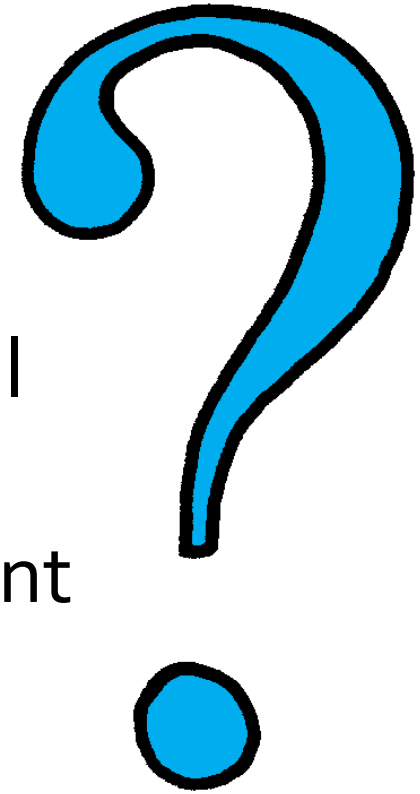
- "Make" the rest of the organization more Agile?
- "Motivate" my employees to develop themselves?
- "Convince" customers they should accept Scrum?

How can I…



- "Make" the rest of the organization more Agile?
- "Motivate" my employees to develop themselves?
- "Convince" customers they should accept Scrum?
- Etc…

How can I be successful at influencing other people to do what I want



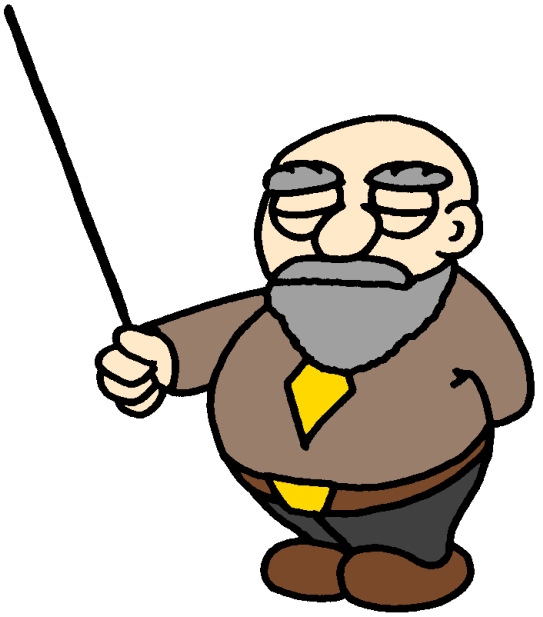
BARRIERS TO FURTHER AGILE ADOPTION

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

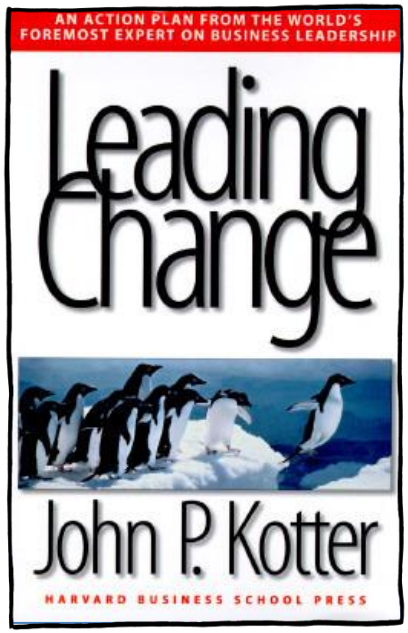
STATE OF AGILE SURVEY 2011

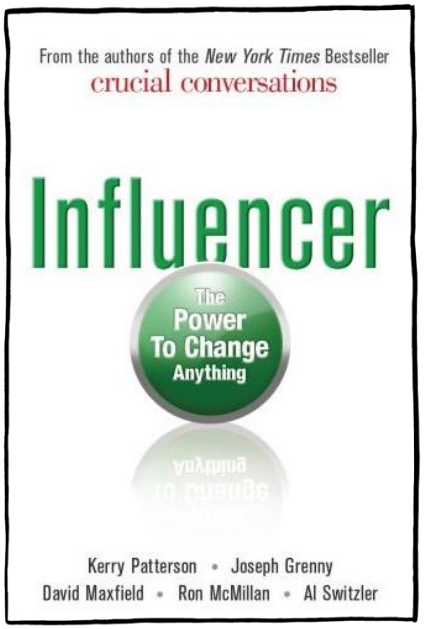
It seems we all want to learn…

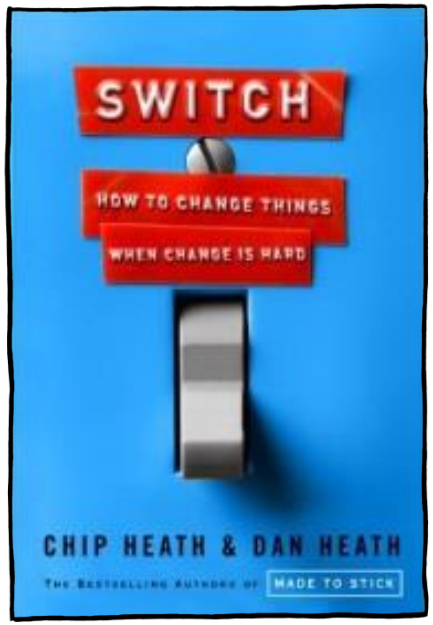
How to change a social complex system

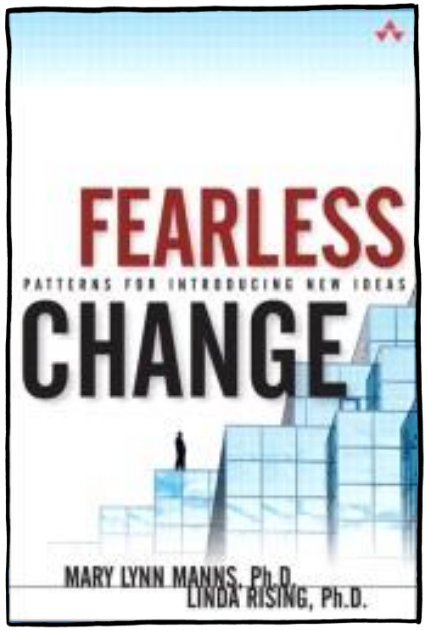


I am inspired by…









And I discovered

the facets

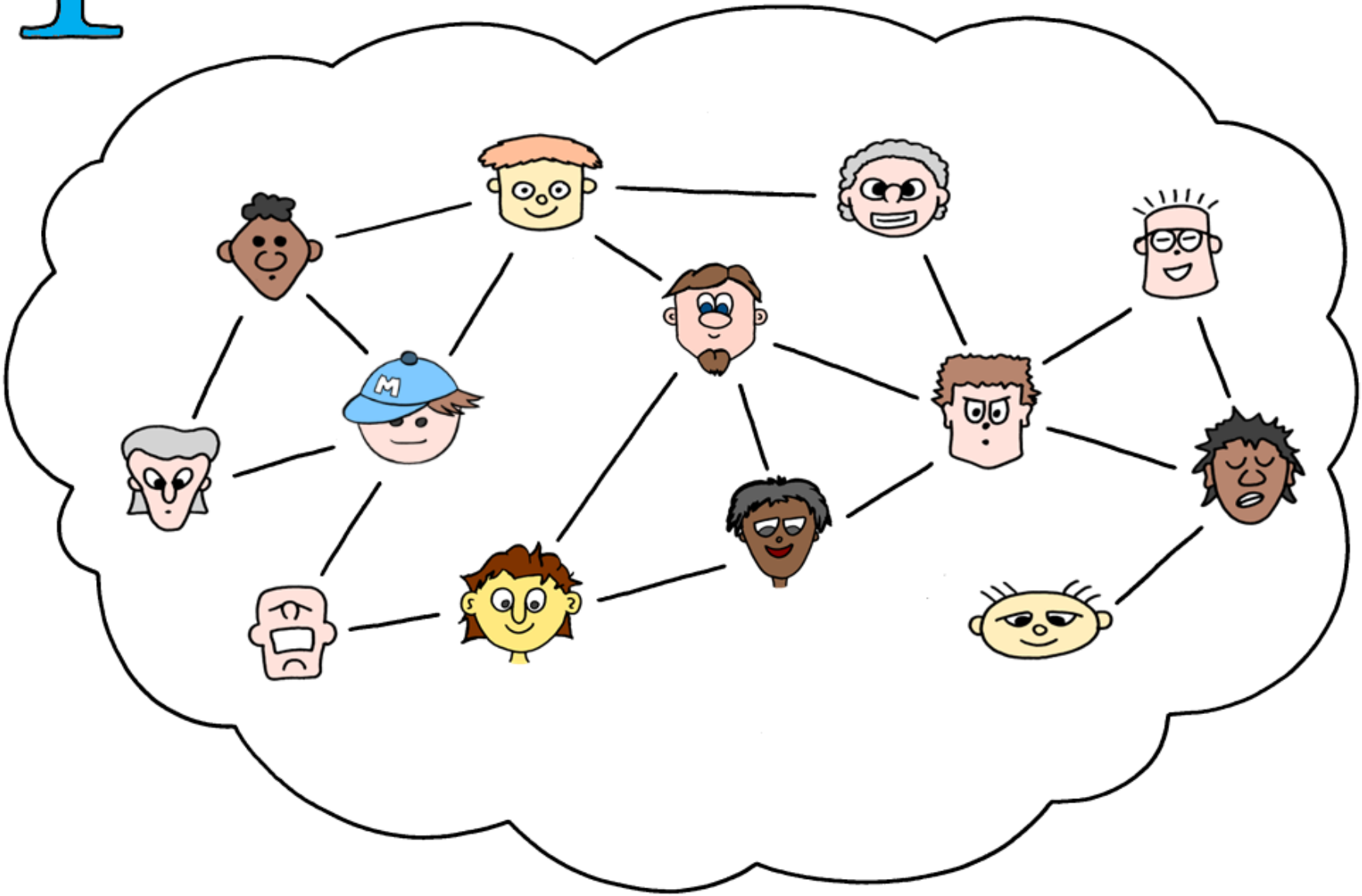
of social change…

http://www.flickr.com/photos/miamism/3956659923/

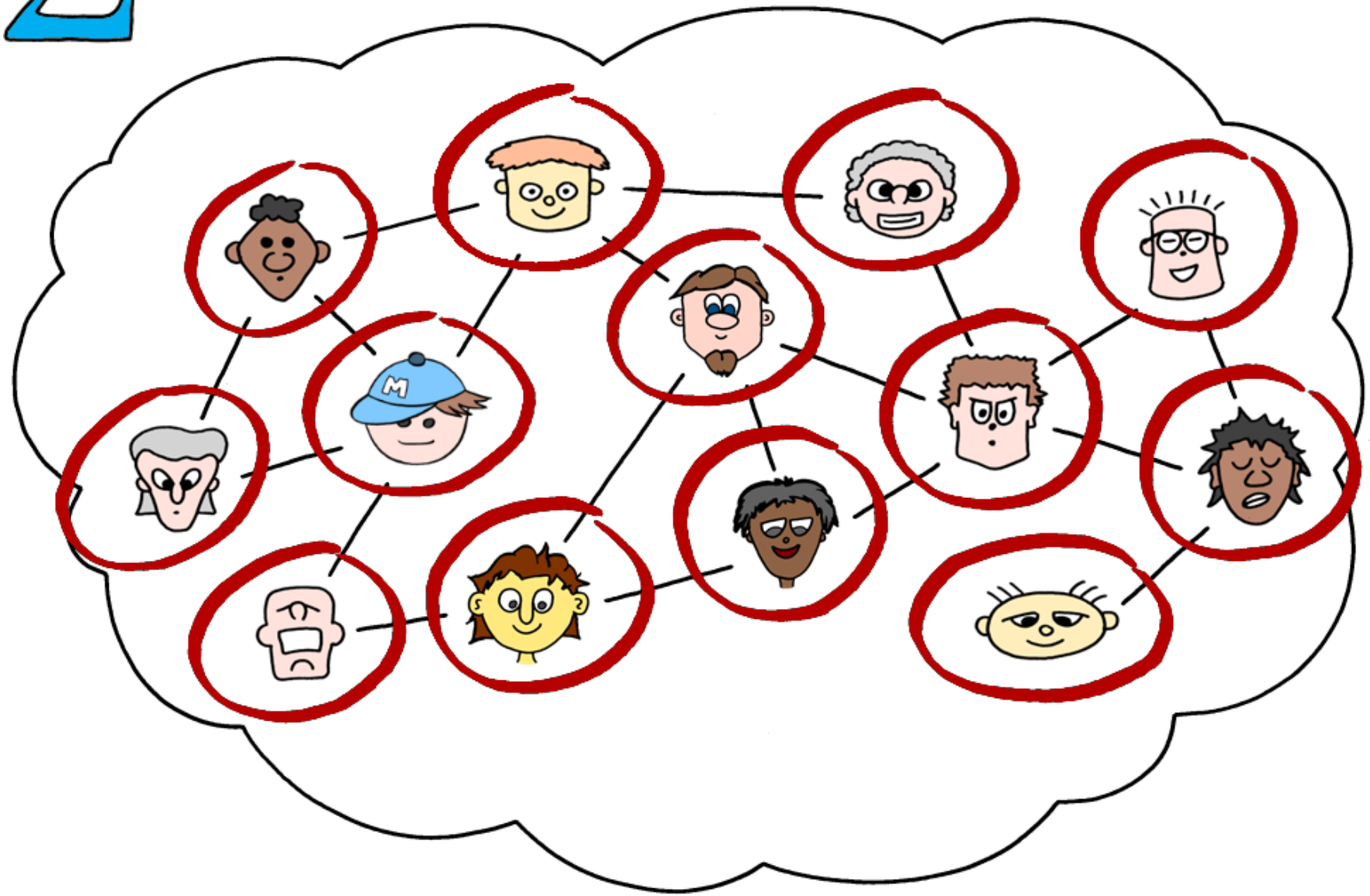
The mojito method

Make something amazing out of existing ingredients that are good but boring

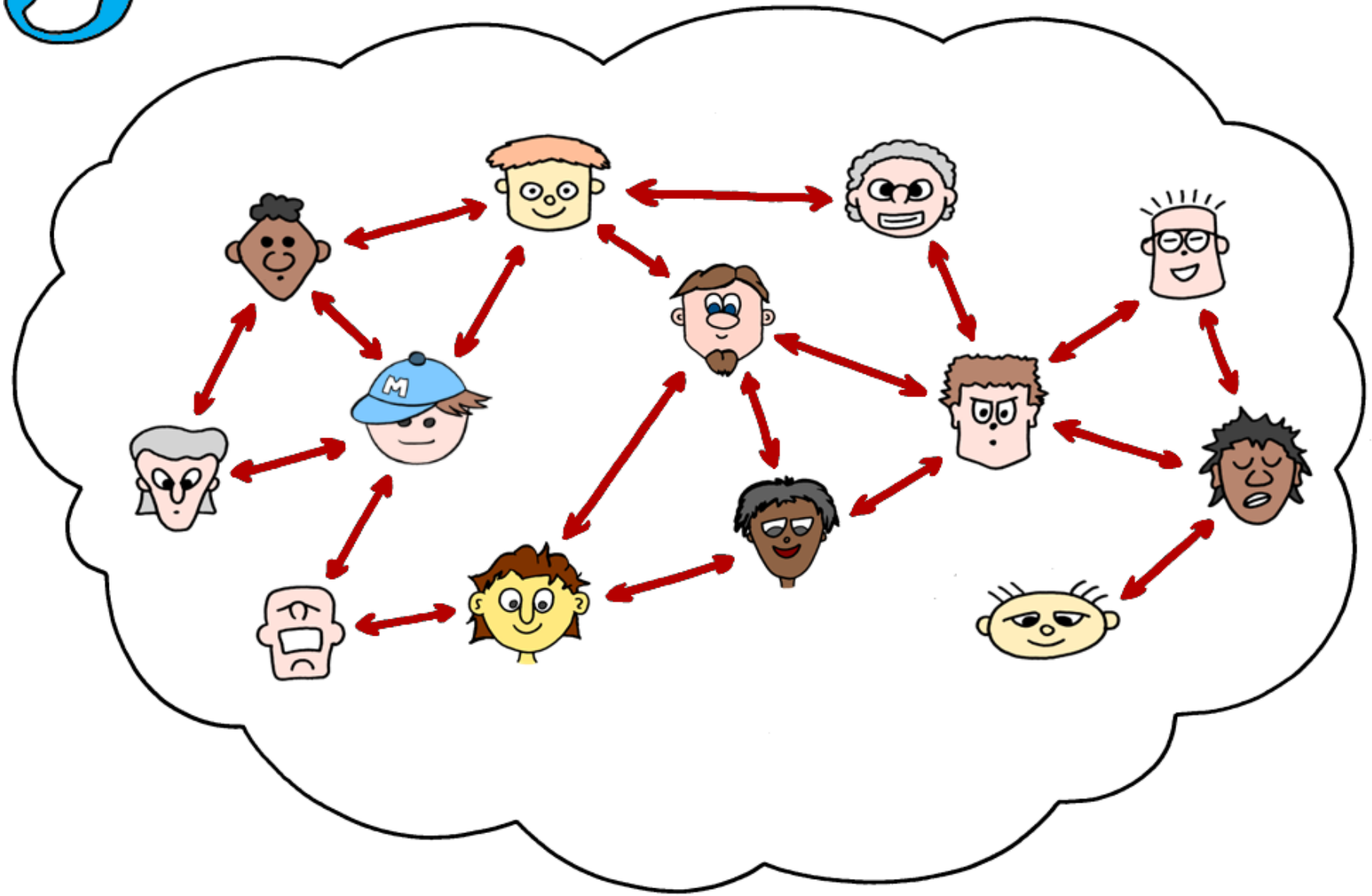
1 Consider the system



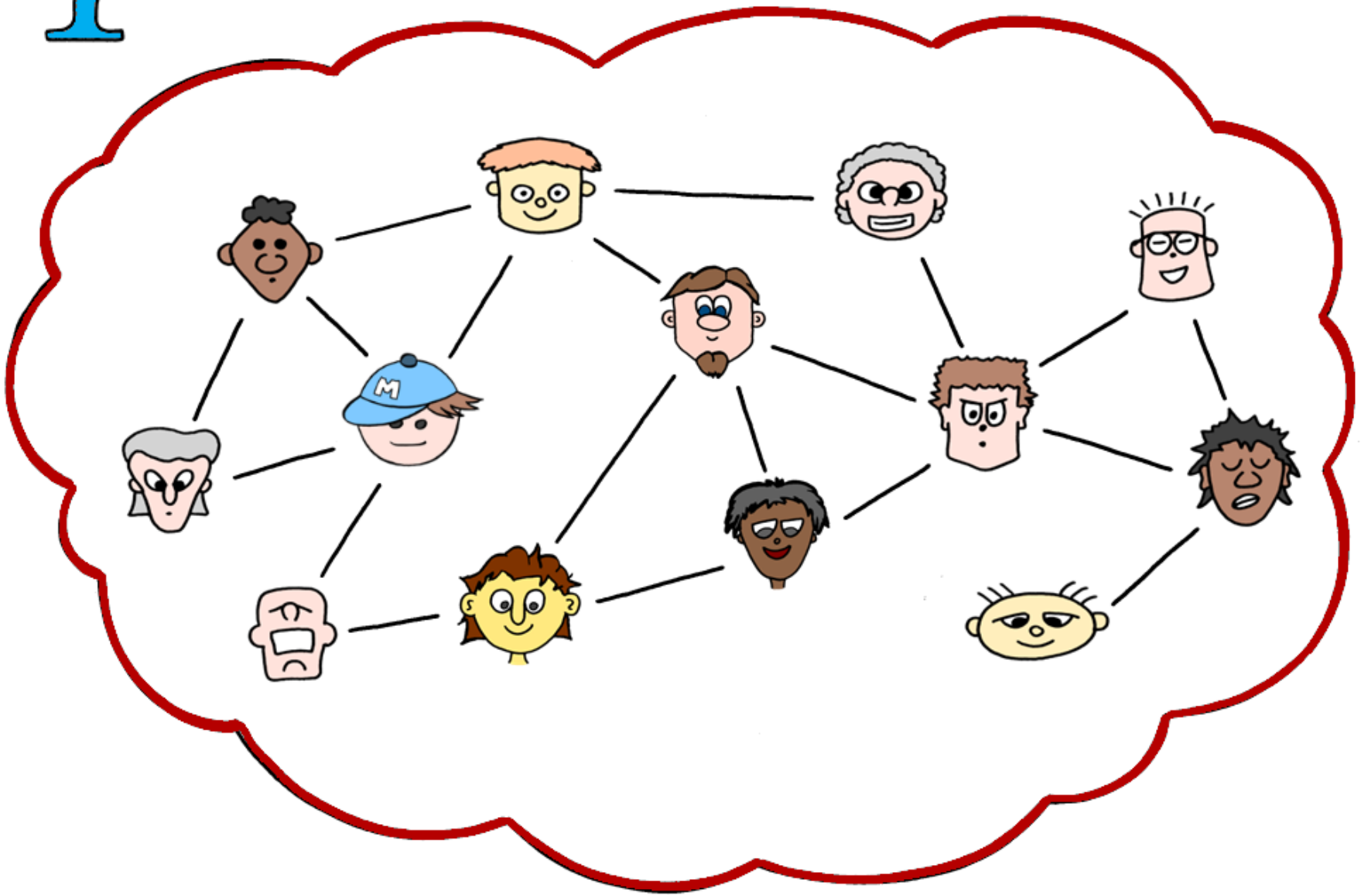
2 Consider the individuals



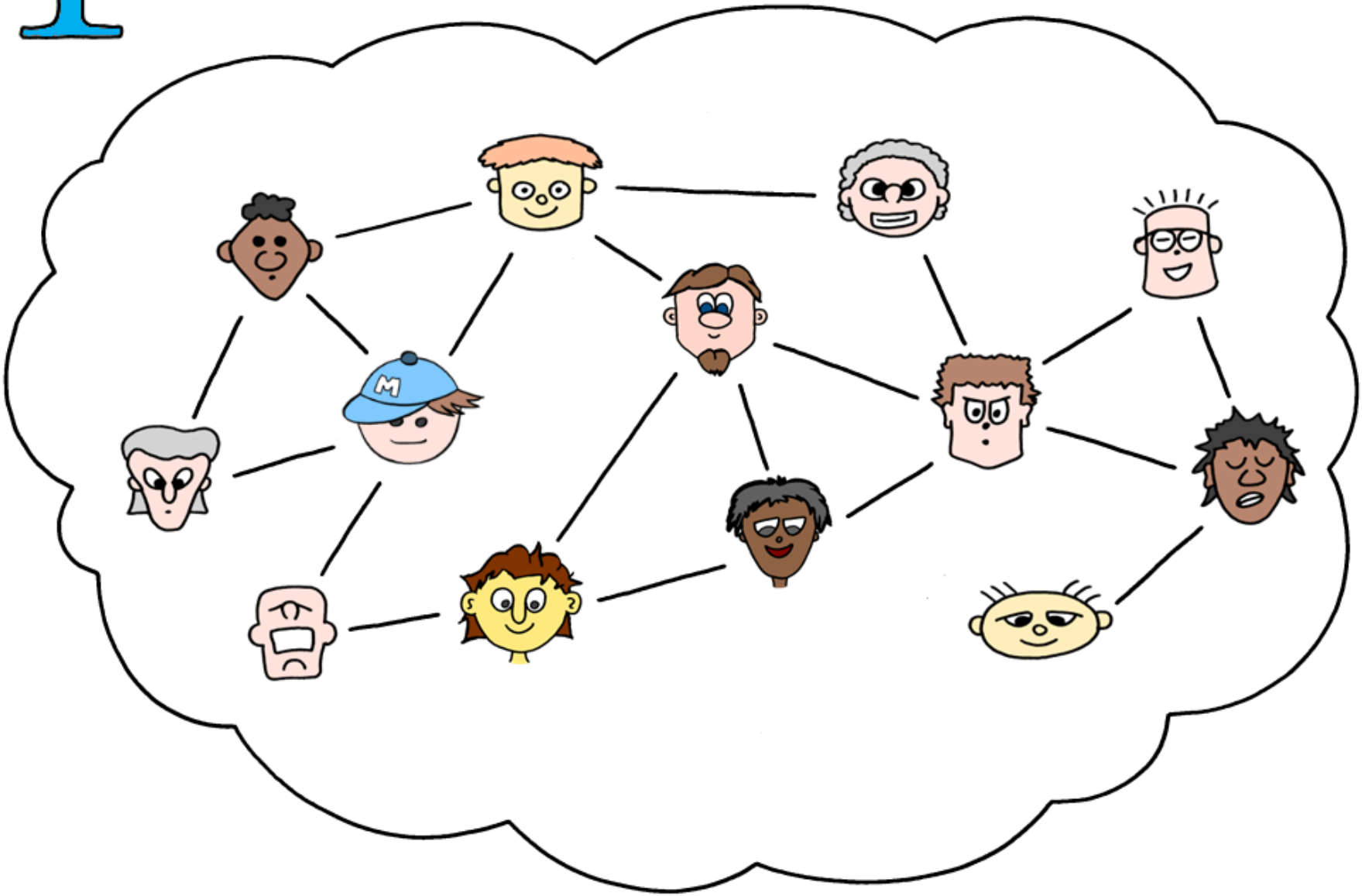
3 Consider the interactions



4 Consider the environment



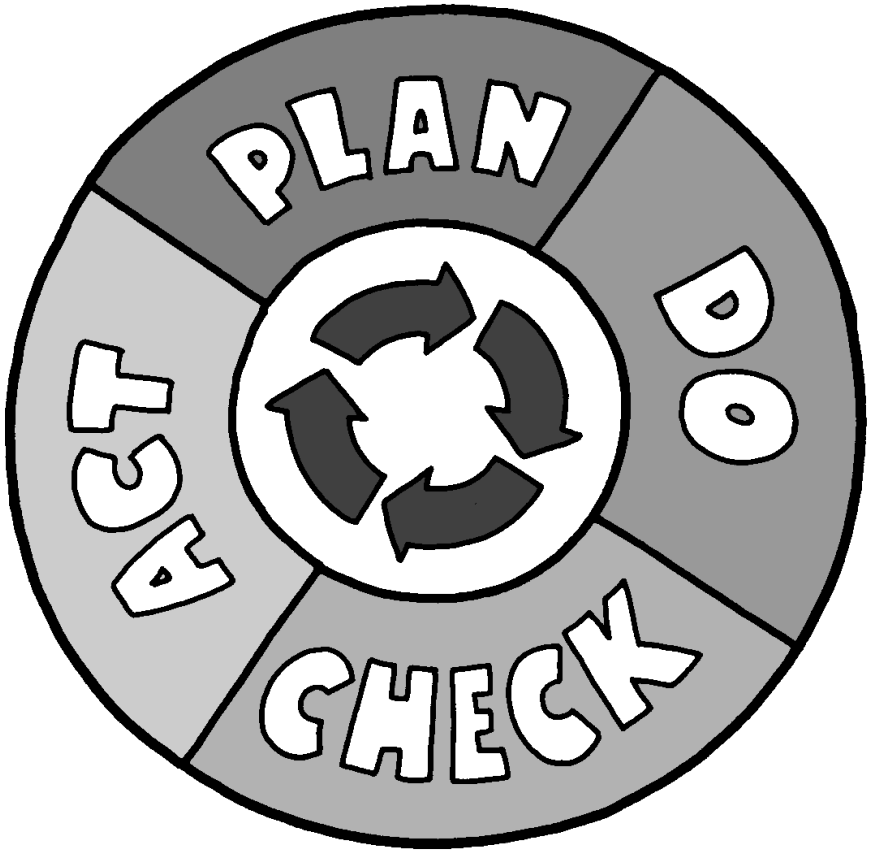
1 Dance with the System



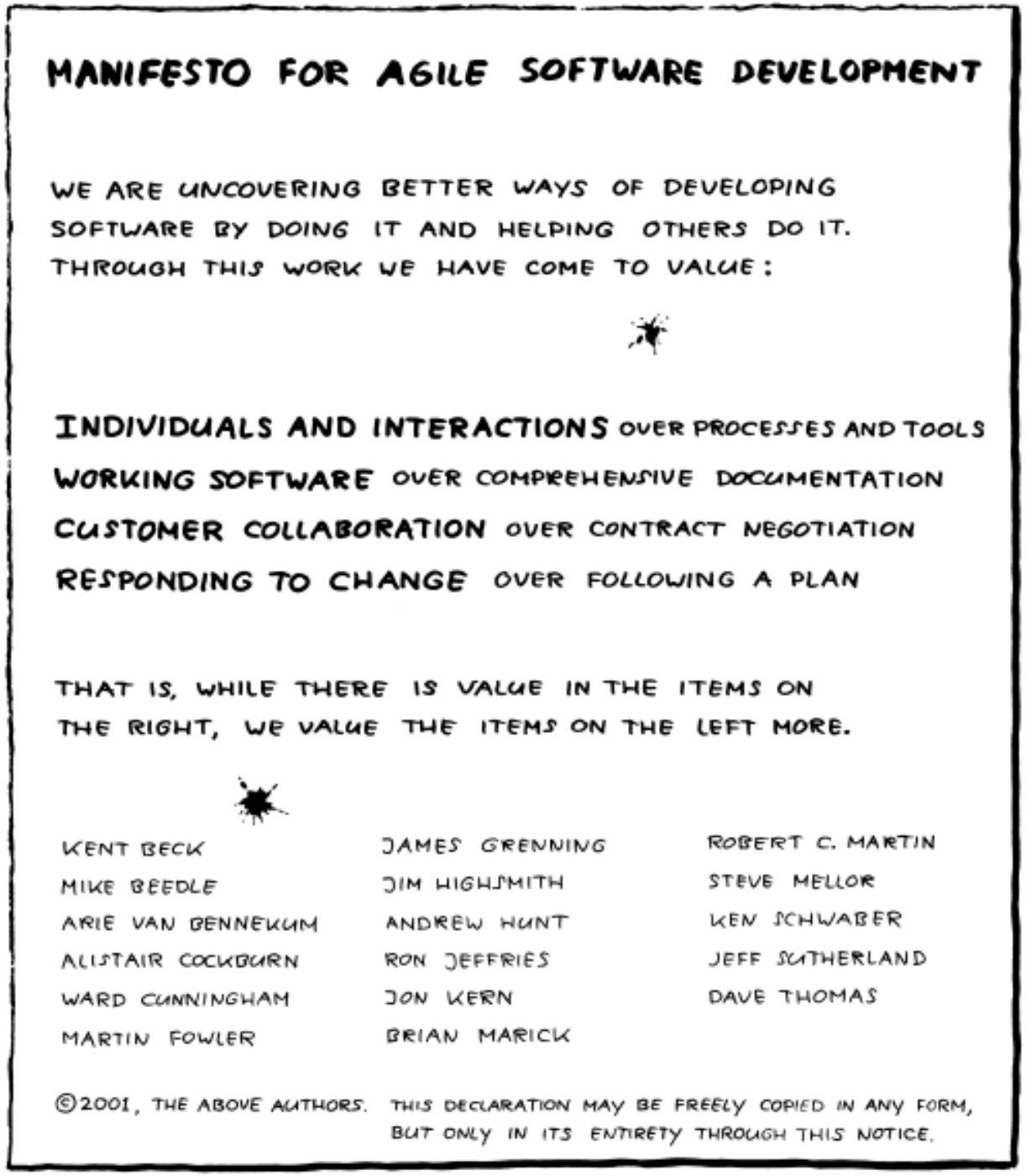
The System

PDCA cycle
Deming/Shewhart

http://en.wikipedia.org/wiki/PDCA



- What Is Your Goal?
- Where Is It Going Well?



MANIFESTO FOR AGILE SOFTWARE DEVELOPMENT

WE ARE UNCOVERING BETTER WAYS OF DEVELOPING SOFTWARE BY DOING IT AND HELPING OTHERS DO IT. THROUGH THIS WORK WE HAVE COME TO VALUE:

INDIVIDUALS AND INTERACTIONS OVER PROCESSES AND TOOLS
WORKING SOFTWARE OVER COMPREHENSIVE DOCUMENTATION
CUSTOMER COLLABORATION OVER CONTRACT NEGOTIATION
RESPONDING TO CHANGE OVER FOLLOWING A PLAN

THAT IS, WHILE THERE IS VALUE IN THE ITEMS ON THE RIGHT, WE VALUE THE ITEMS ON THE LEFT MORE.

KENT BECK
MIKE BEEDLE
ARIE VAN BENNEKUM
ALISTAIR COCKBURN
WARD CUNNINGHAM
MARTIN FOWLER
JAMES GRENNING
JIM HIGHSMITH
ANDREW HUNT
RON JEFFRIES
JON KERN
BRIAN MARICK
ROBERT C. MARTIN
STEVE MELLOR
KEN SCHWABER
JEFF SUTHERLAND
DAVE THOMAS

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Develop a vision, analyze where things are going well, and copy those behaviors.

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ICELAND
Faroe Islands
(DEN.)
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ROCKY Mountains
NORTHWEST TERRITORIES
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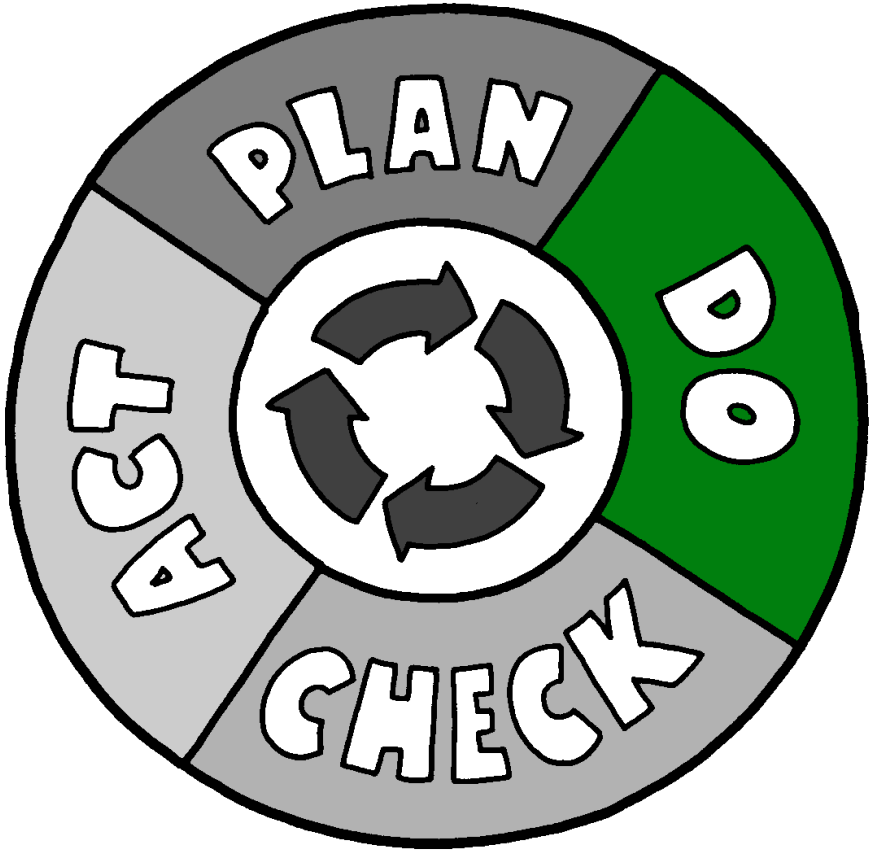
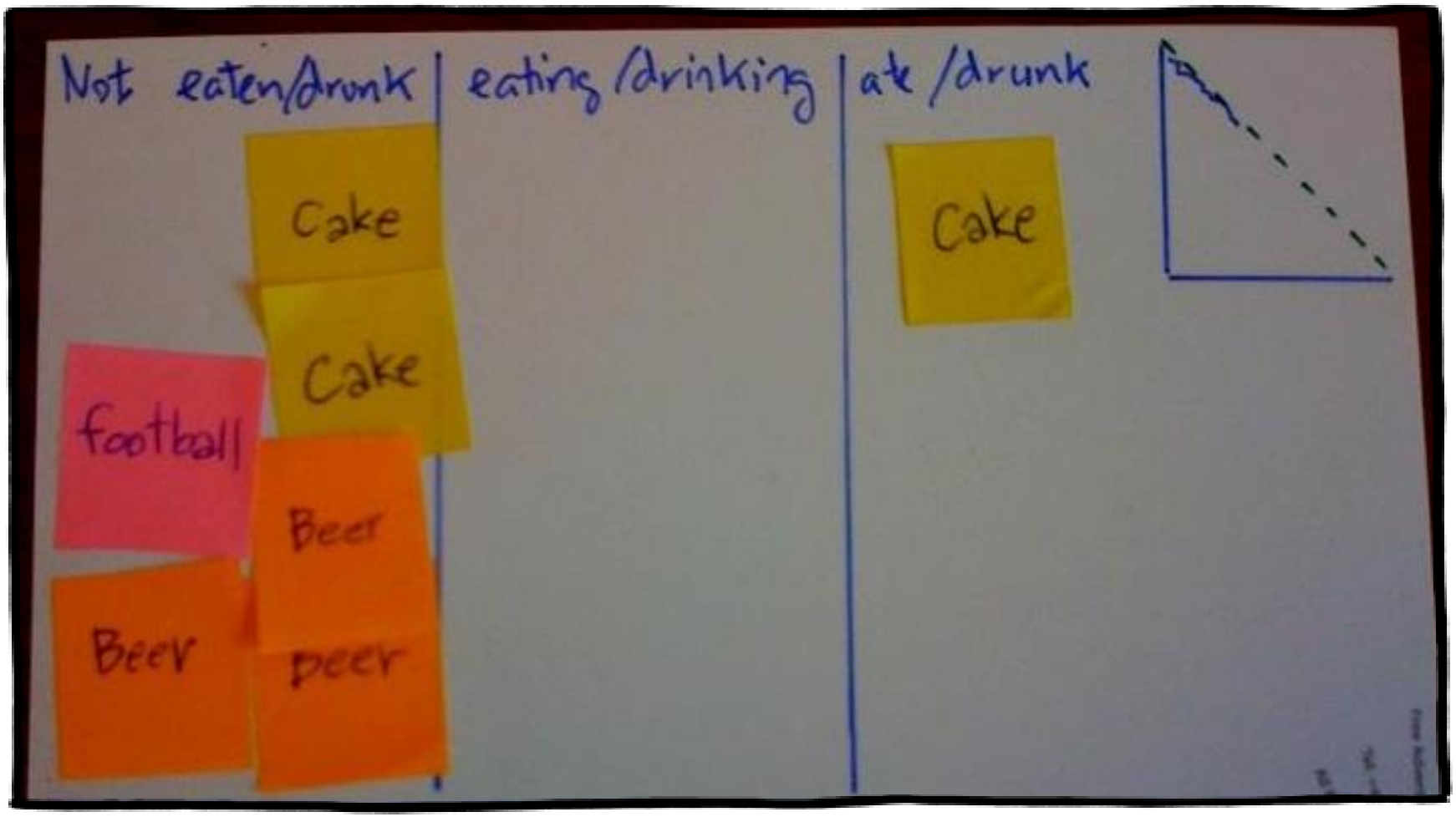
The vision… pan-European collaboration
Going well… new initiatives born in meetups
To be copied… getting together face-to-face

http://ale2011.eu/

- What Are the Crucial Steps?
- When and Where Do You Start?





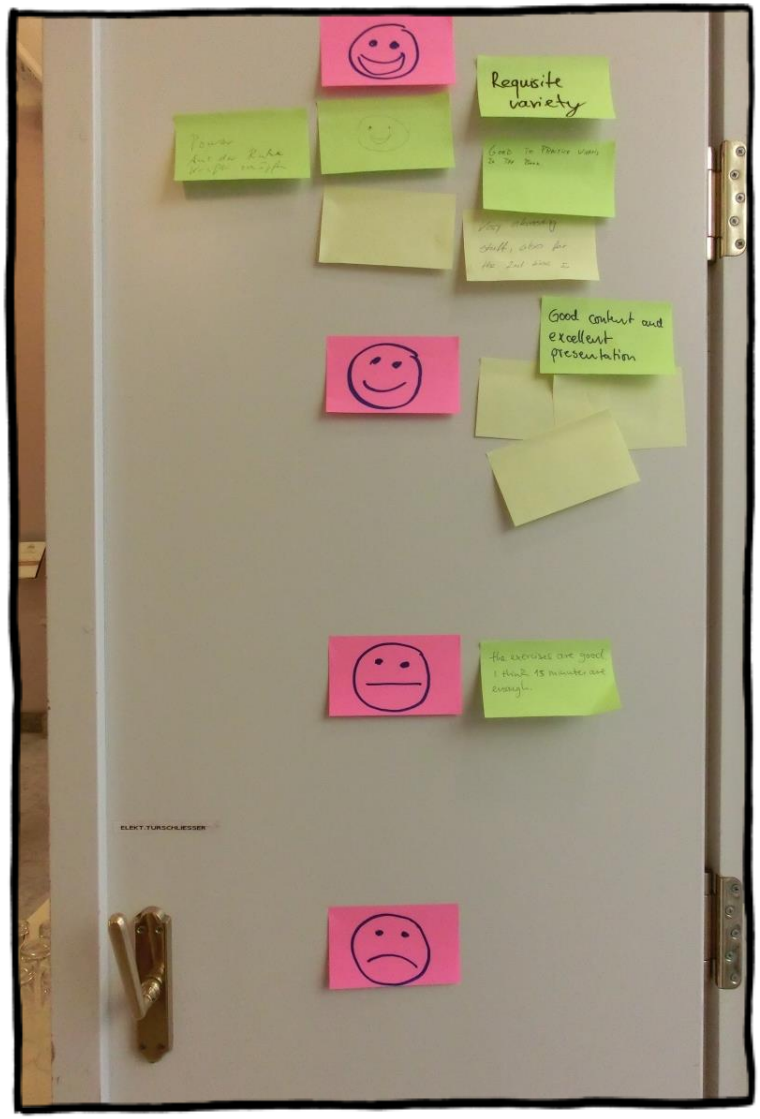
Define simple steps to follow, and choose the right moment/place to start.

http://www.flickr.com/photos/cs-jay/4668311333/

- How Do You Get Feedback?
- How Do You Measure Results?

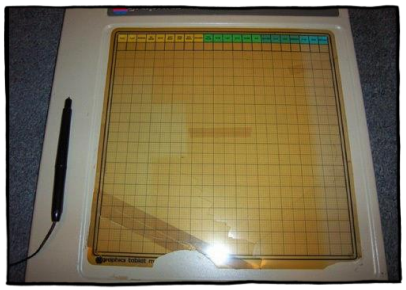
The Feedback Door

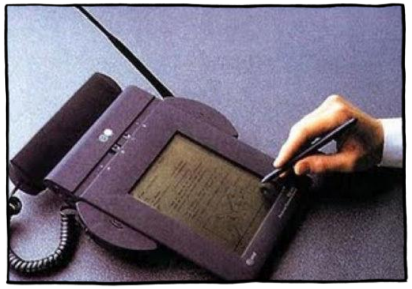
Feedback… sticky notes
Measure… happiness index



http://www.noop.nl/2011/04/the-feedback-door.html

- How Do You Accelerate Results?



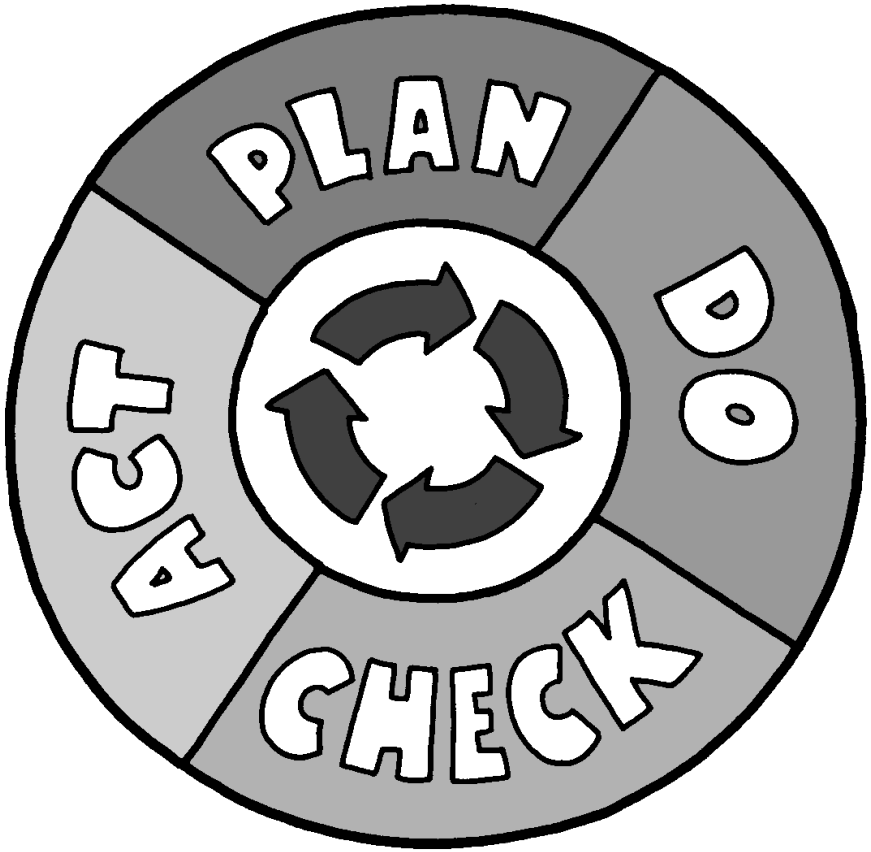


Try, again and again, until you have it right.
(And learn from other people's failures.)

http://www.huffingtonpost.com/2010/04/15/history-tablet-pc-photos_n_538806.html

The System

A social system is complex and adaptive. Keep poking it with ideas and see how it responds and changes.



> We can't control systems or figure them out. But we can dance with them.
>
> - Donella H. Meadows, Thinking in Systems

http://www.amazon.com/Thinking-Systems-Donella-H-Meadows/dp/1603580557/

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Lasse Koskela

@lassekoskela FOLLOWS YOU

Technologist, consultant, and software development coach [illegible] in agile and lean [illegible]. Lazyish tweep who once danced tango with @jurgenappelo.

Helsinki · http://lassekoskela.com

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ted.com/talks/dan_pink…
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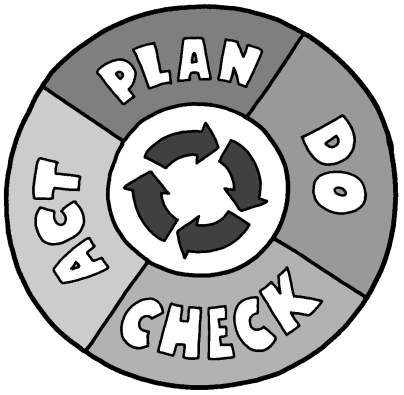
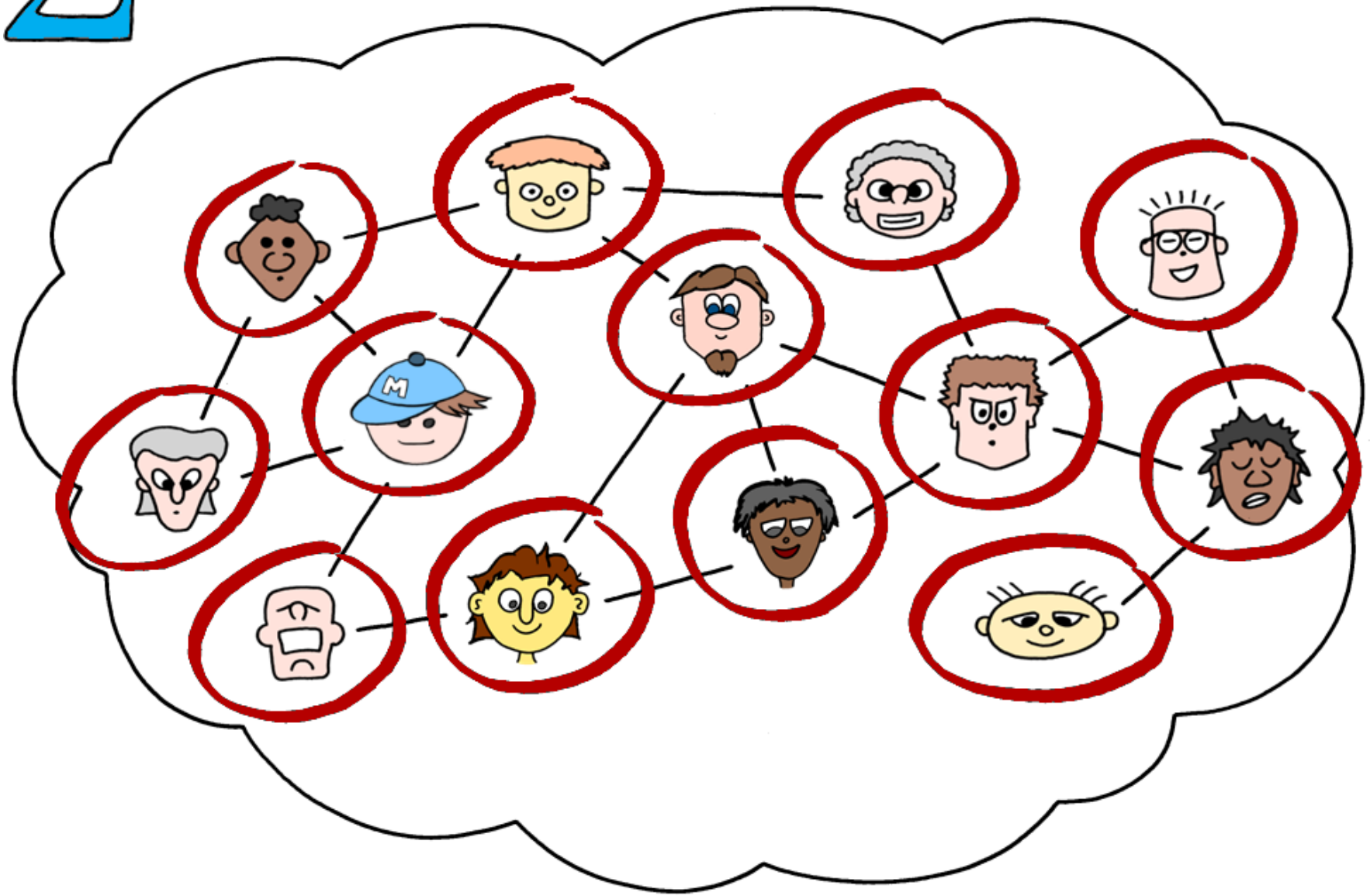
Wouter Lagerweij @wouterla 14 May
Wonderful how every time you think "This is hard to test," your design improves, and it isn't

You want the organization to be more Agile?

- What Is My Goal?
- Where Is It Going Well?
- What Are the Crucial Steps?
- When and Where Do I Start?
- How Do I Get Feedback?
- How Do I Measure Results?
- How Do I Accelerate Results?



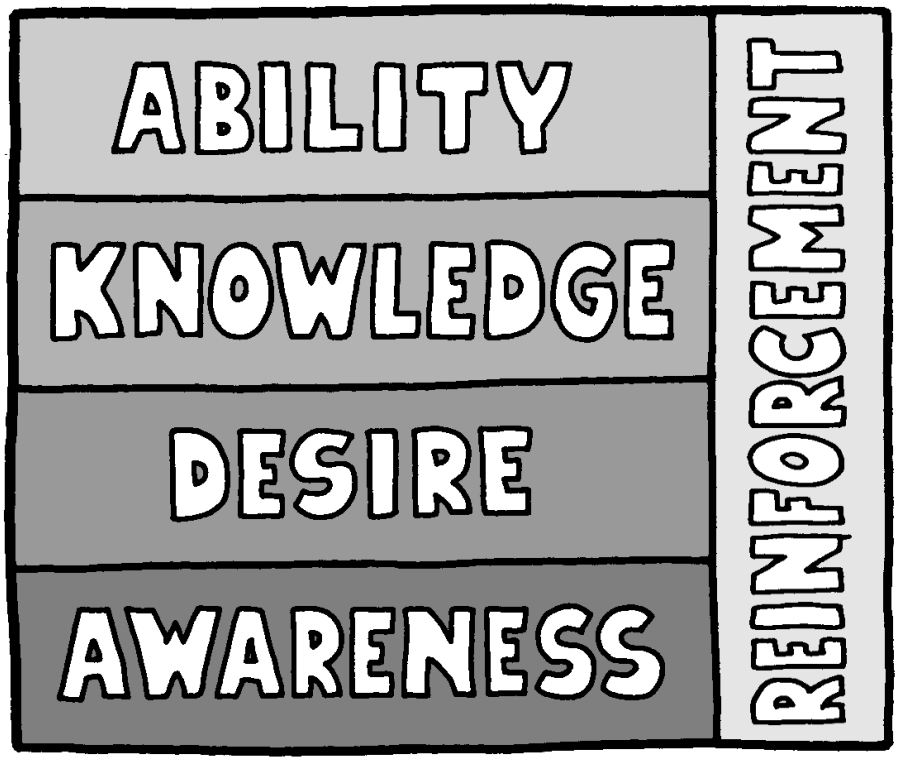
2 Mind the People



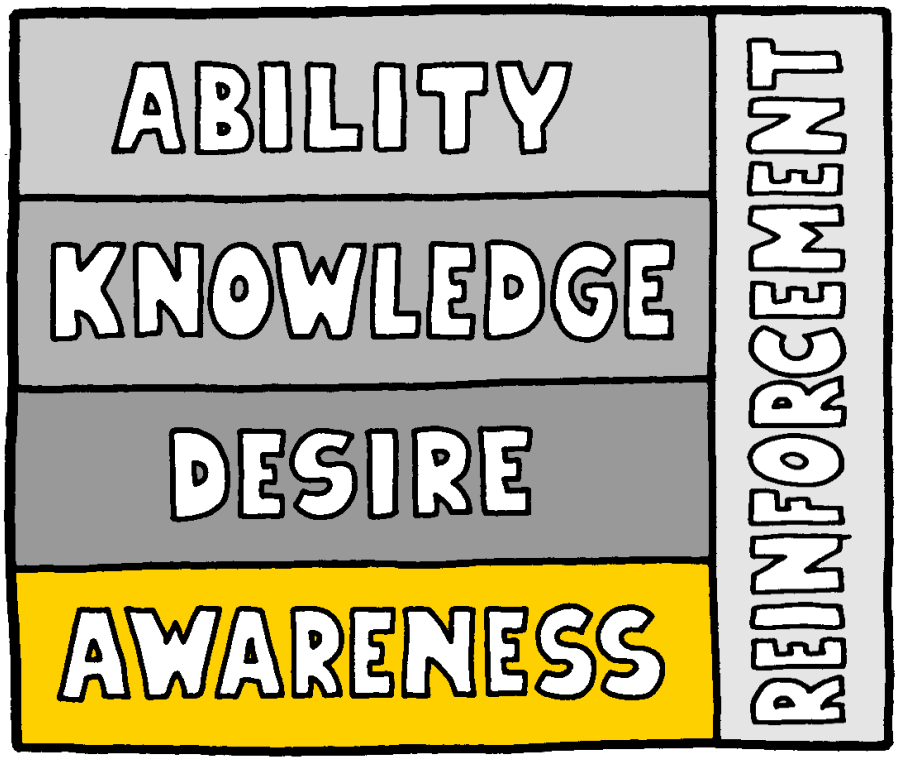
The Individuals

ADKAR model
Hiatt

http://www.change-management.com/



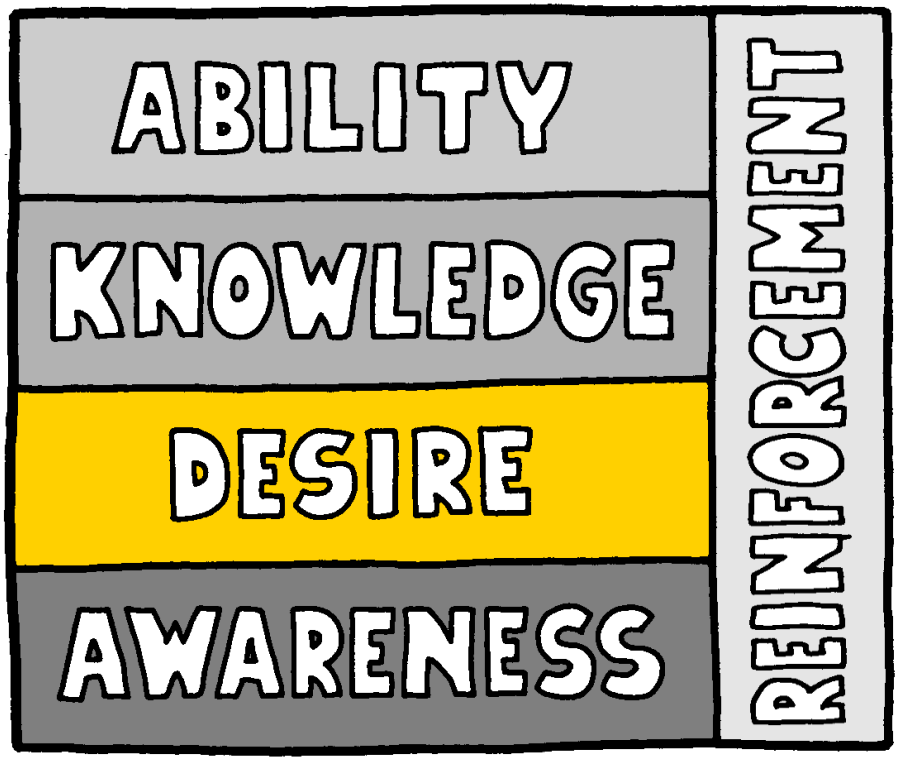
- How Will You Communicate?
- How Will You Set an Example?



Choose ways to communicate…

http://www.flickr.com/photos/ajnabee/18211729/

- How Do You Make It Urgent?
- How Do You Make It Desirable?



10 Intrinsic Desires

Curiosity	The need to think
Honor	Being loyal to a group
Acceptance	The need for approval
Mastery / Competence	The need to feel capable
Power	The need for influence of will
Freedom / Independence / Autonomy	Being an individual
Relatedness / Social Contact	The need for friends
Order	Or stable environments
Goal / Idealism / Purpose	The need for purpose
Status	The need for social standing

Curiosity

Honor

Acceptance

Mastery

Power

Freedom

Relatedness

Order

Goal

Status

Find innovative ways to target human needs

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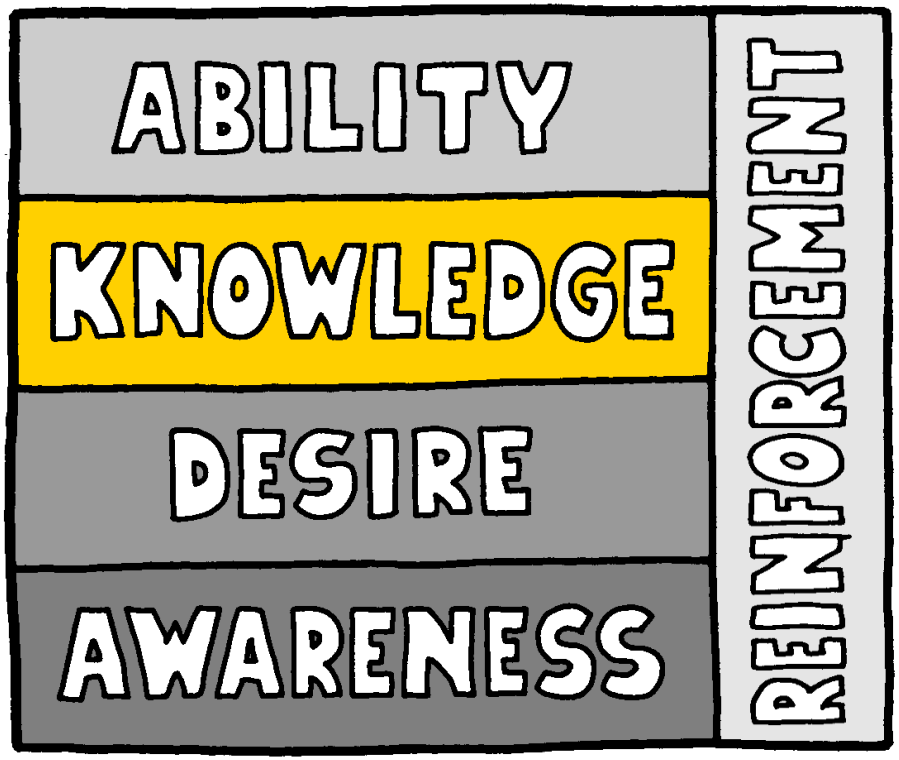
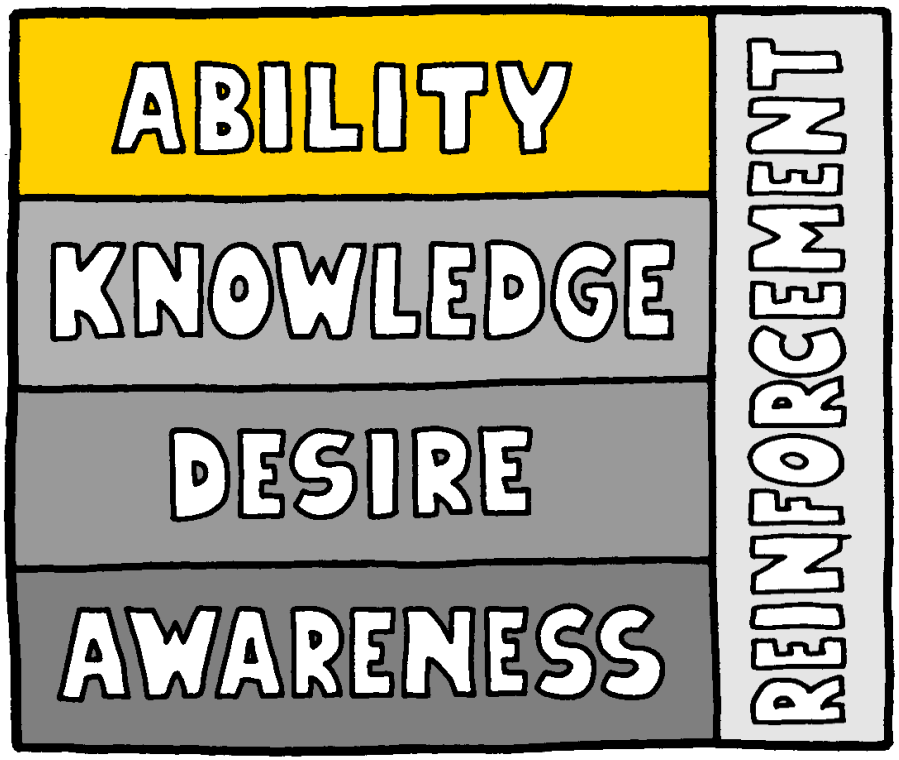
- Who Will Be Teaching?
- How Will You Teach Them?



Use experts to help people understand exactly what to do.

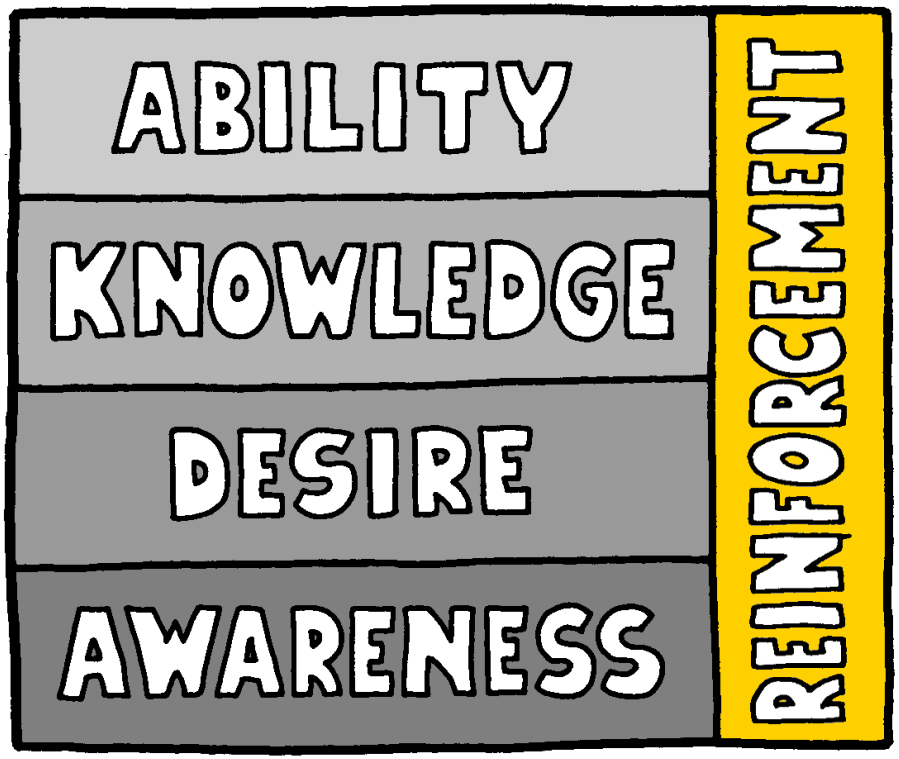
http://www.imdb.com/title/tt0266697/

- What Makes It Easy?
- How Can They Practice?



Make it as easy as possible for people to make a change.

- What Are the Short-Term Wins?
- What Makes It Sustainable?

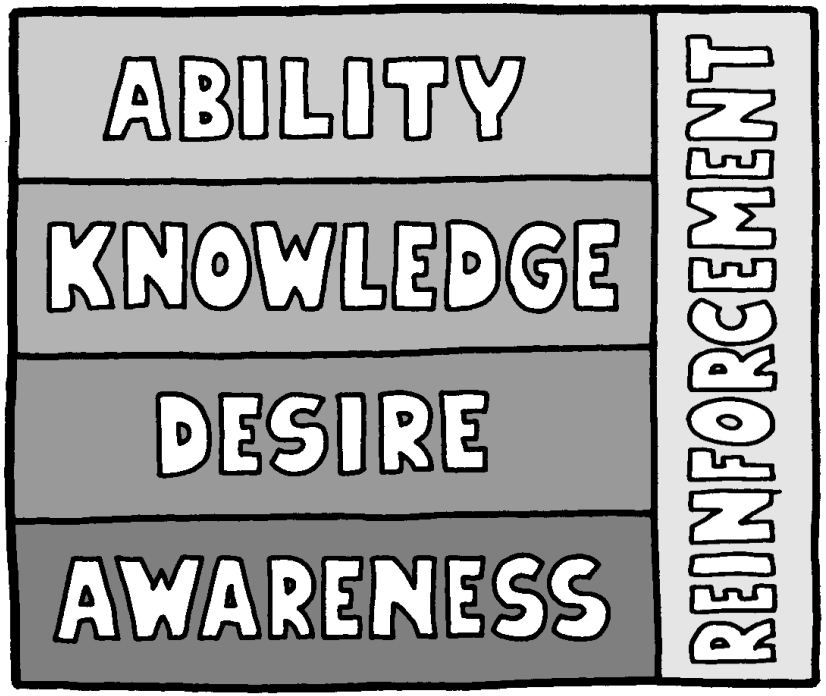


Build habits with small successes to make behaviors sustainable.

http://www.engadget.com/2008/04/11/nike-going-wifi-and-3g-headed-to-iphone/

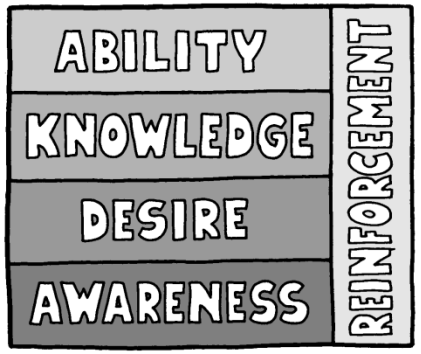
The Individuals

Sending rational messages is not enough. Treat people as emotional beings who can use a little help on the way.

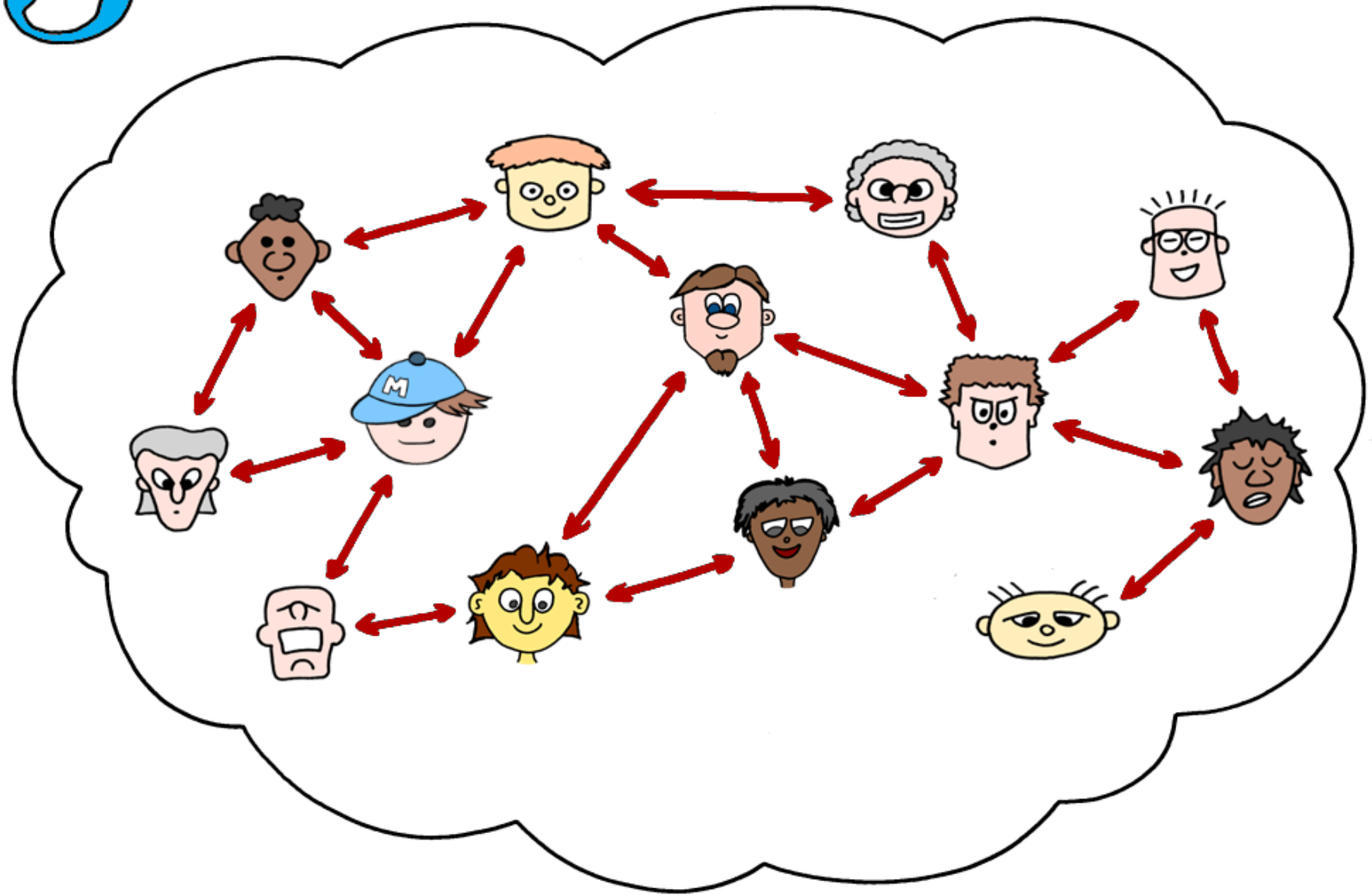


You want developers to educate themselves?

- How Will I Communicate?
- How Will I Set an Example?
- How Do I Make It Urgent?
- How Do I Make It Desirable?
- Who Will Be Teaching?
- How Will I Teach Them?
- What Makes It Easy?
- How Can They Practice?
- What Are the Short-Term Wins?
- What Makes It Sustainable?



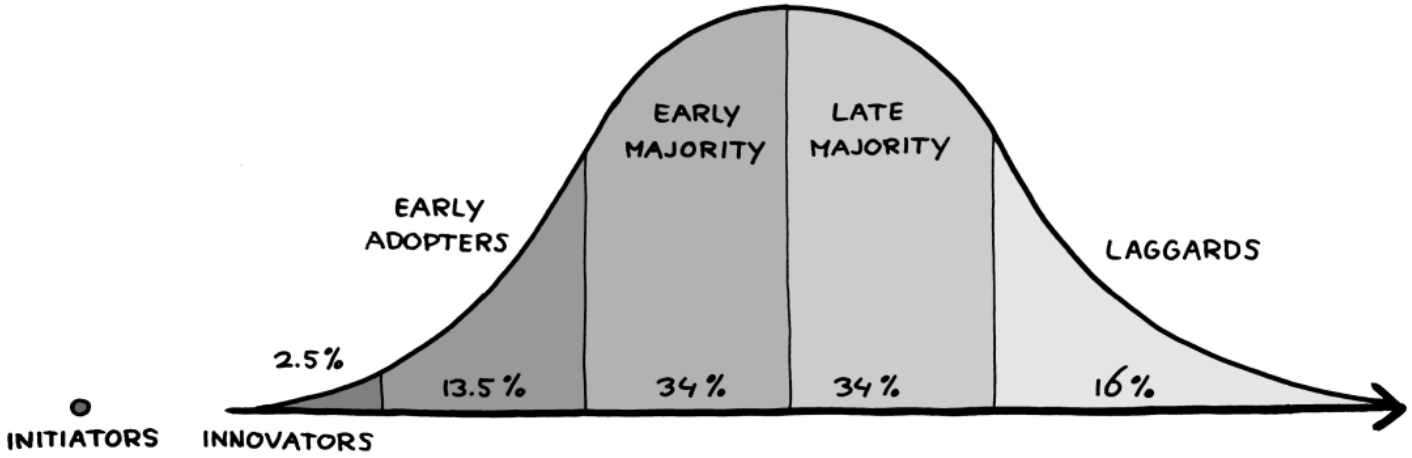
3 Stimulate the Network



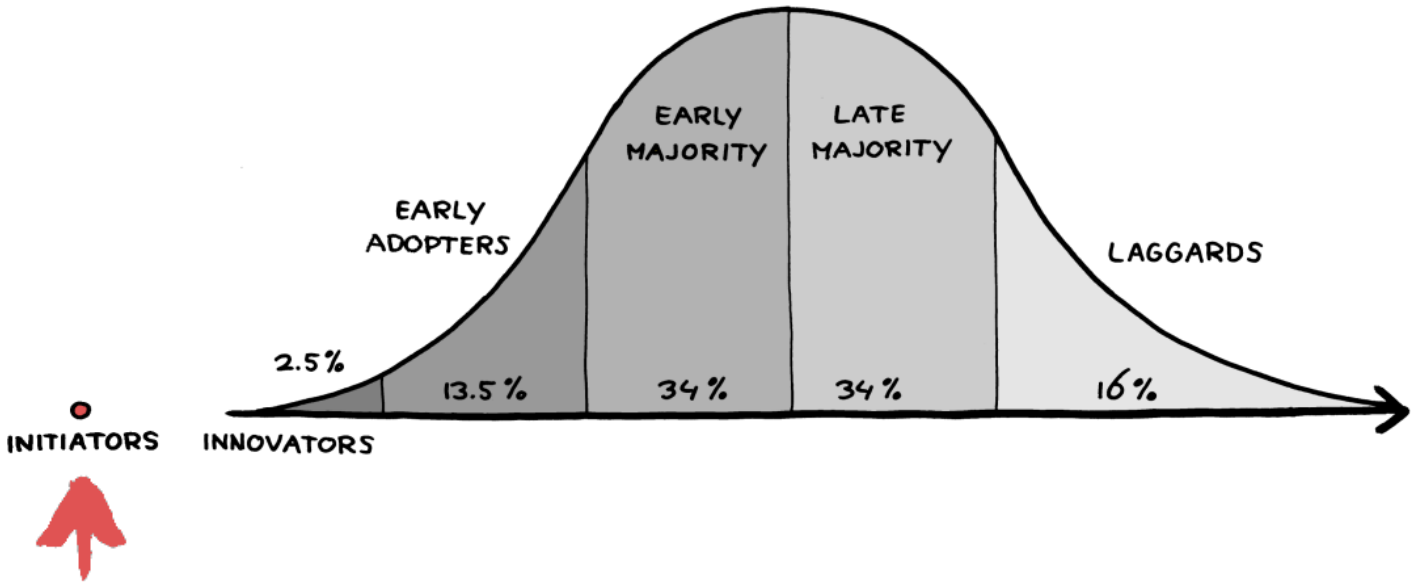
The Interactions

Adoption Curve model
Rogers

http://en.wikipedia.org/wiki/Diffusion_of_innovations



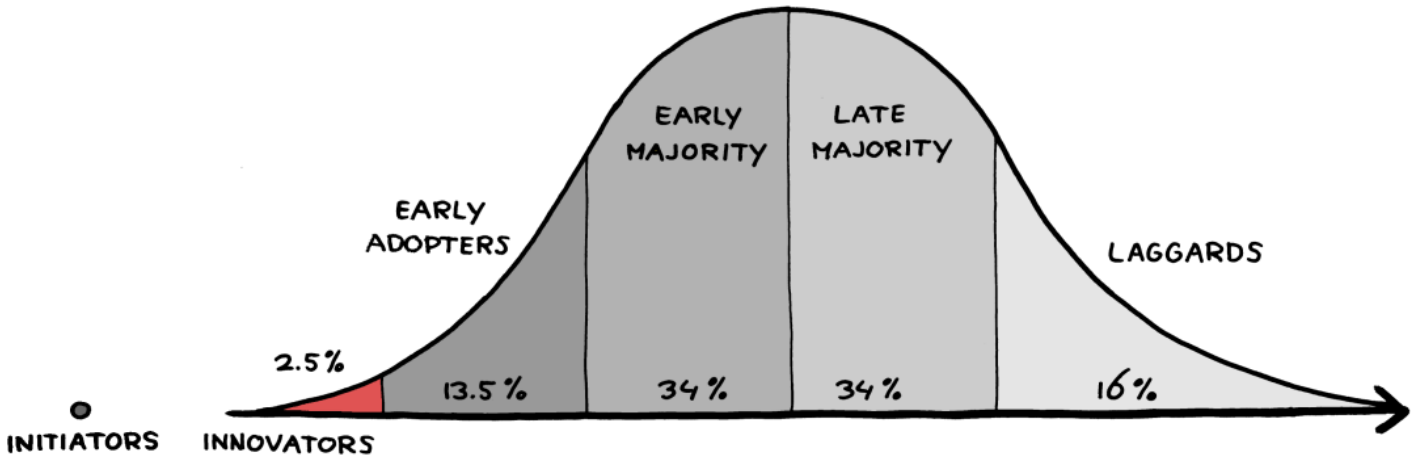
- Are You Committed?
- Who Is Assisting You?



Make sure you are not on your own.
Ask other people for help.

http://www.whitehouse.gov/photos-and-video/photogallery/august-2011-photo-day

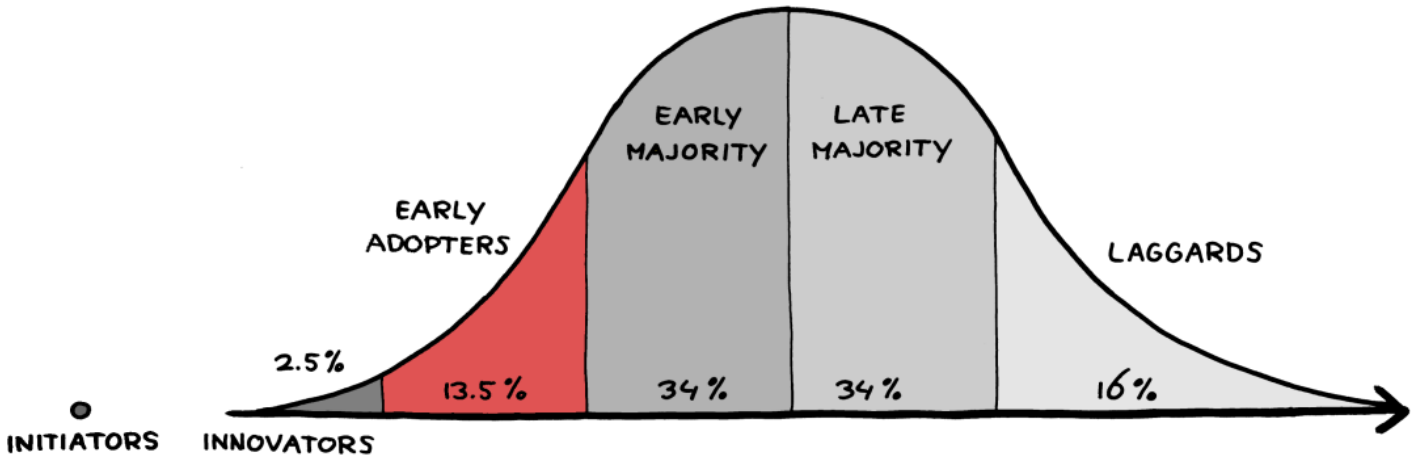
- Who Will Be the Innovators?



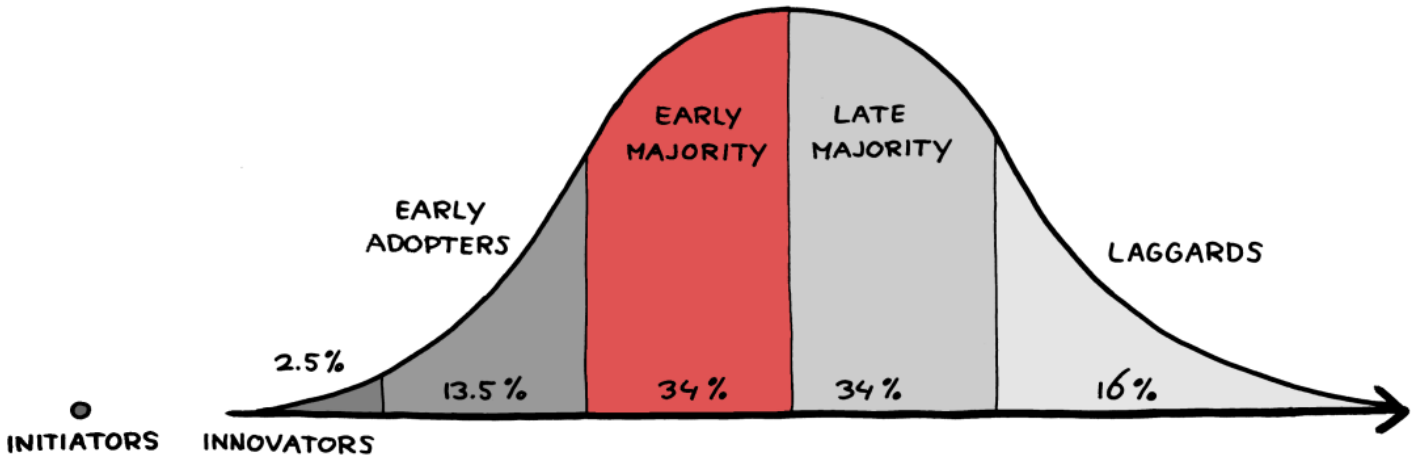
Find the innovators who want to be the first to try new things.

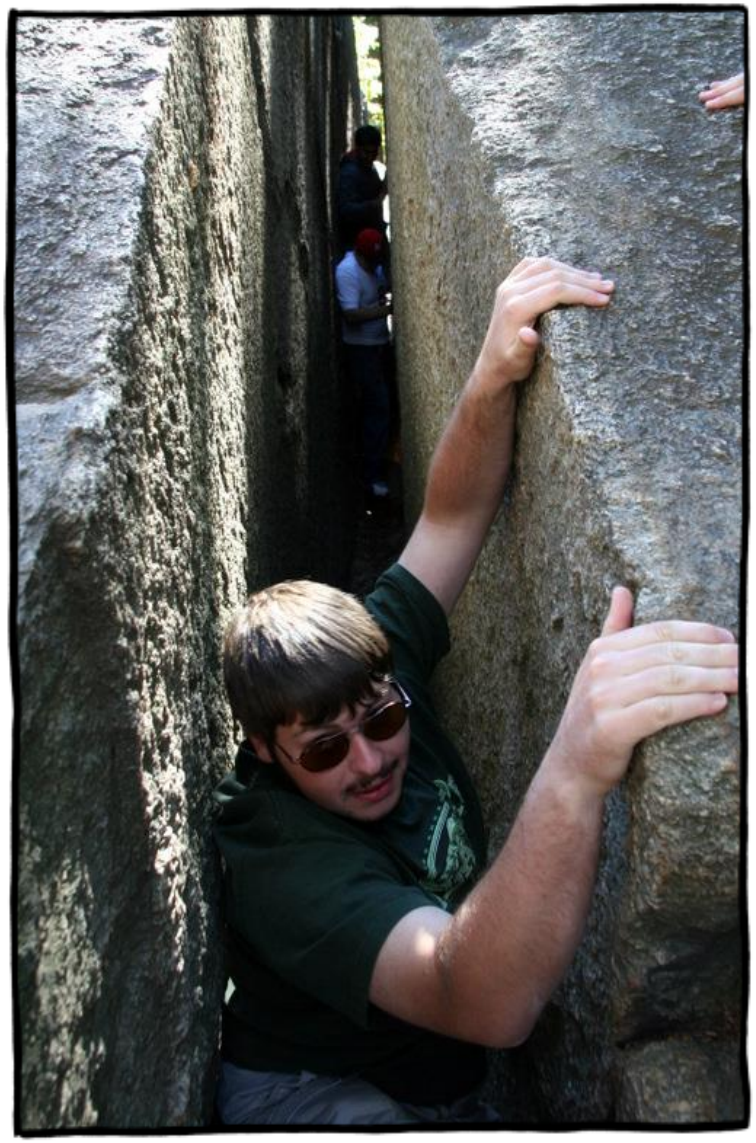
http://www.iphone-ipod.org/

- Who Are the Early Adopters?
- How Will the Leaders Help?



- How Do You Reach the Early Majority?
- How Can You Make It Viral?

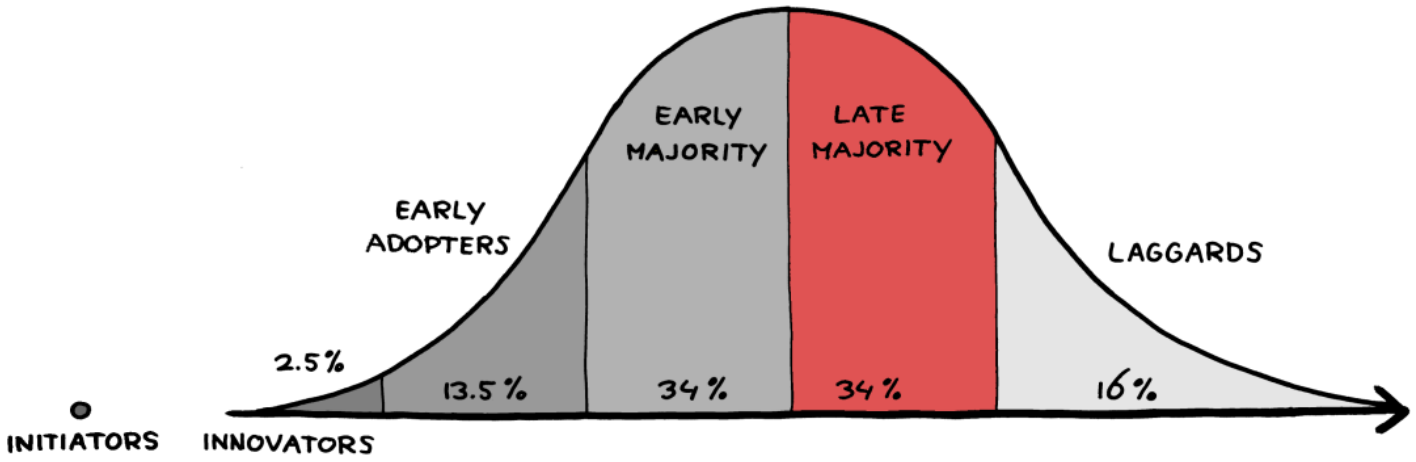




Adapt your approach so that you are able to cross the “chasm” between early adopters and early majority.

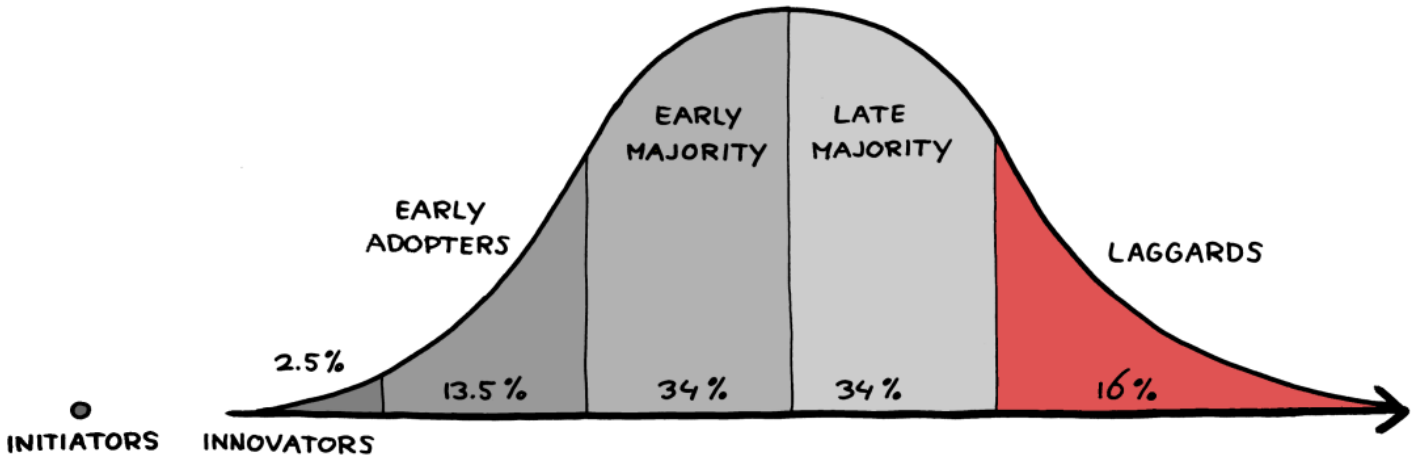
http://www.flickr.com/photos/runkalicious/5067038840/

- How Will You Deal with Skeptics?



Listen to the skeptics and understand what is holding them back.

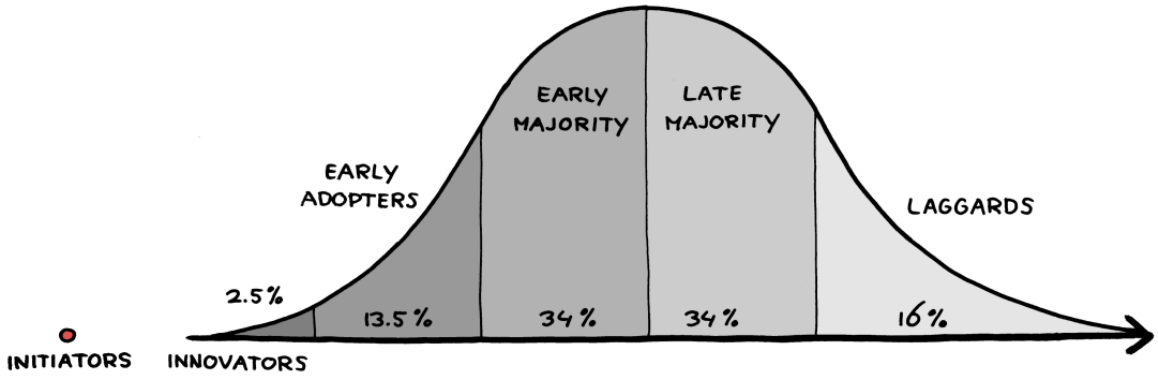
- How Will You Prevent a Relapse?



Don’t stop too soon! Keep monitoring things and don’t give the laggards a chance to undo all your work.

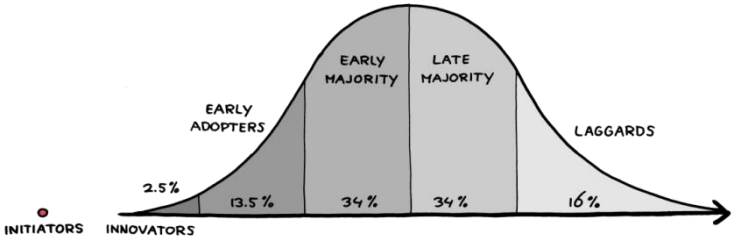
The Interactions

Behaviors are transmitted from person to person in a social network. Treat them as beneficial viruses.

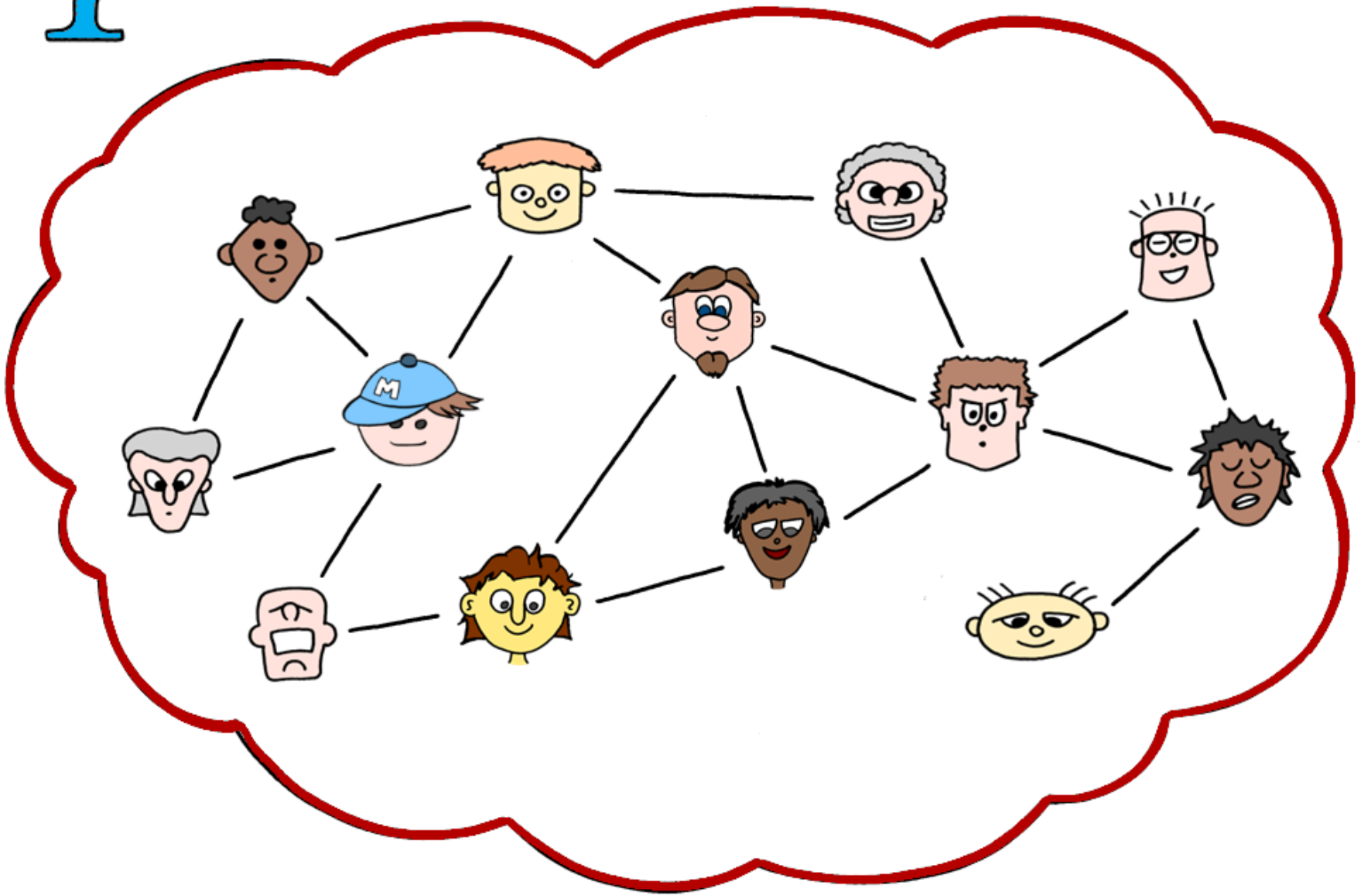


You want people to use your services?

- Am I Committed?
- Who Is Assisting Me?
- Who Will Be the Innovators?
- Who Are the Early Adopters?
- How Will the Leaders Help?
- How Do I Reach the Early Majority?
- How Can I Make It Viral?
- How Will I Deal with Skeptics?
- How Will I Prevent a Relapse?

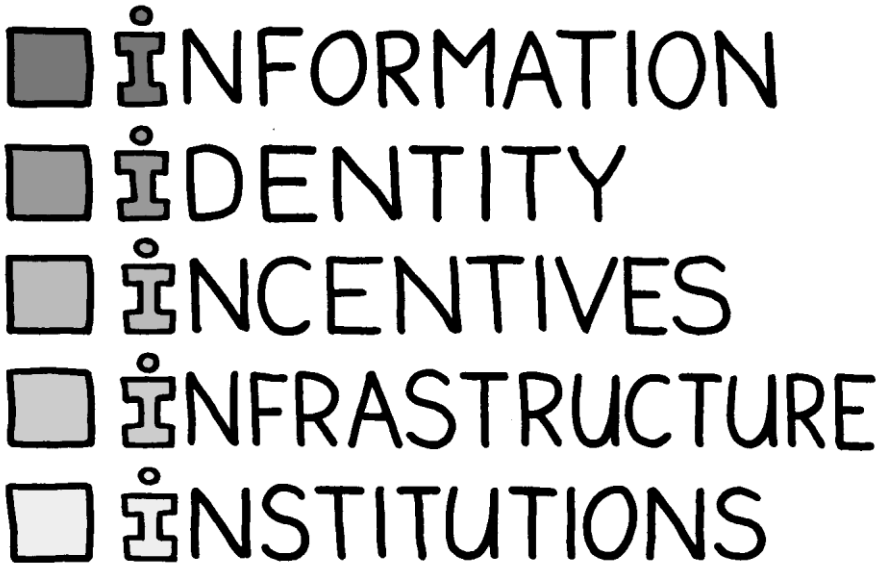


4 Change the environment



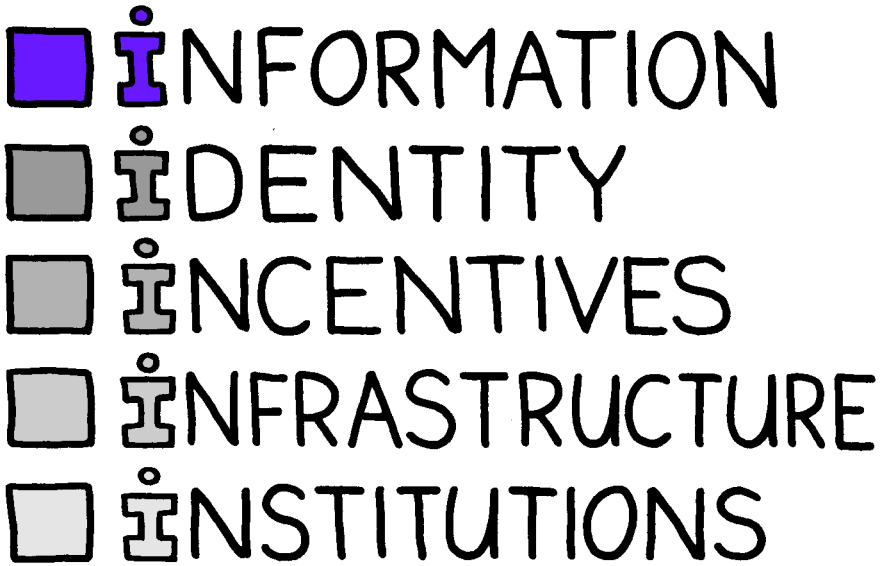
The Environment

Five I's



http://www.newscientist.com/article/mg20327225.700-triumph-of-the-commons-helping-the-world-to-share.html

- How Do You Radiate Information?
- How Do You Ease Communication?



Keep goals visible and make people aware of their actual behavior.

http://traversealive.com/

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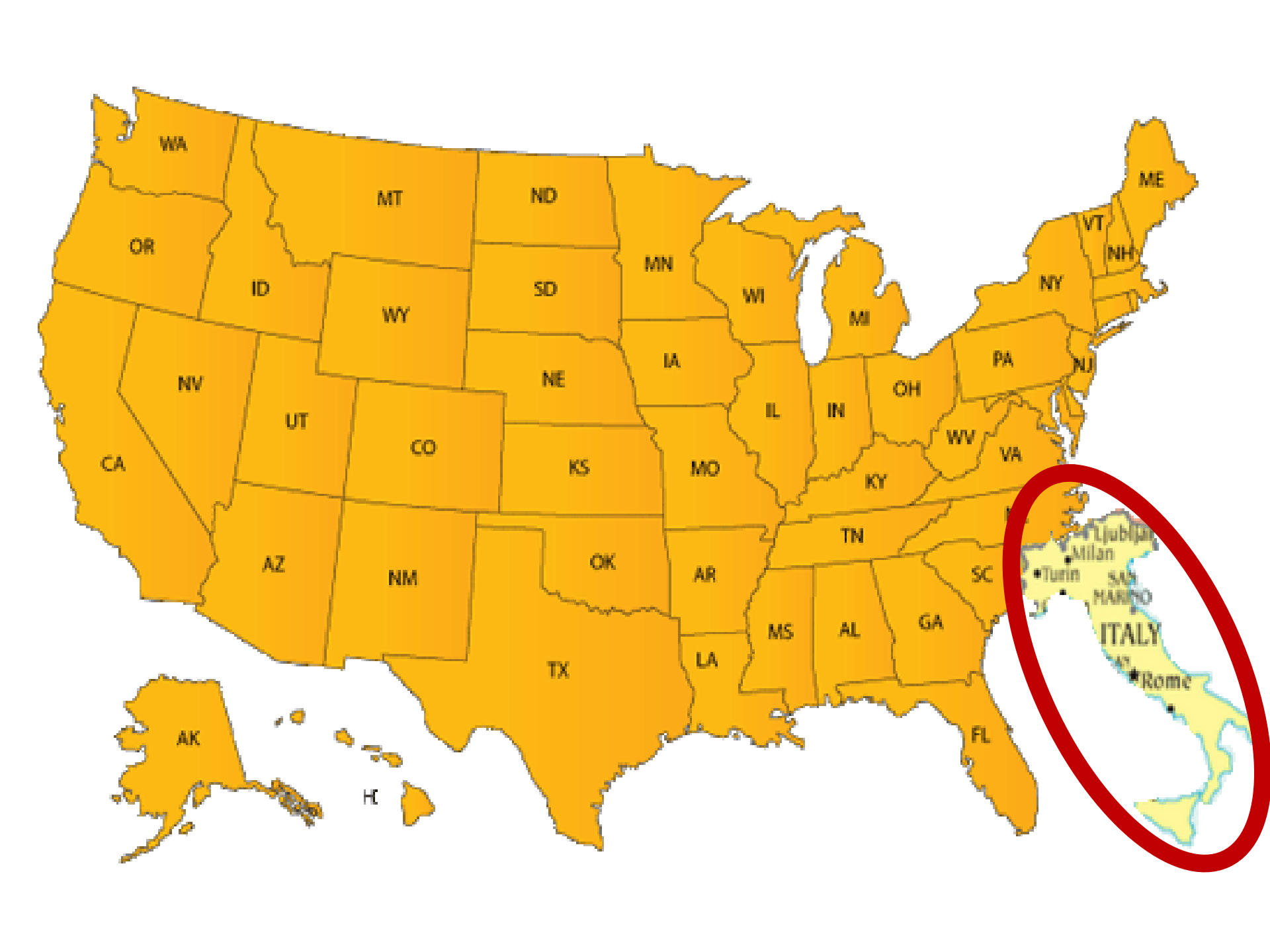
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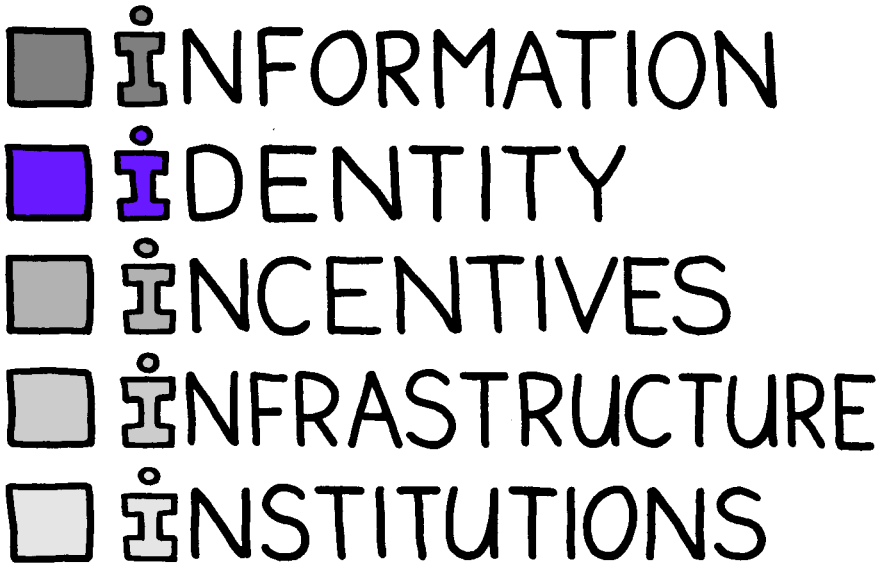
- What Is the Group Identity?
- How Can You Grow Peer Pressure?



Appeal to a higher identity that people want to associate themselves with.

http://www.wldcup.com/news/2008/06/20080620_49206_soccer_news.html

http://www.animalwallpaper.org/brown-bears-wallpaper-1-bear.html/brown_bears-1-2

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http://www.flickr.com/photos/mfloryan/6135910482/

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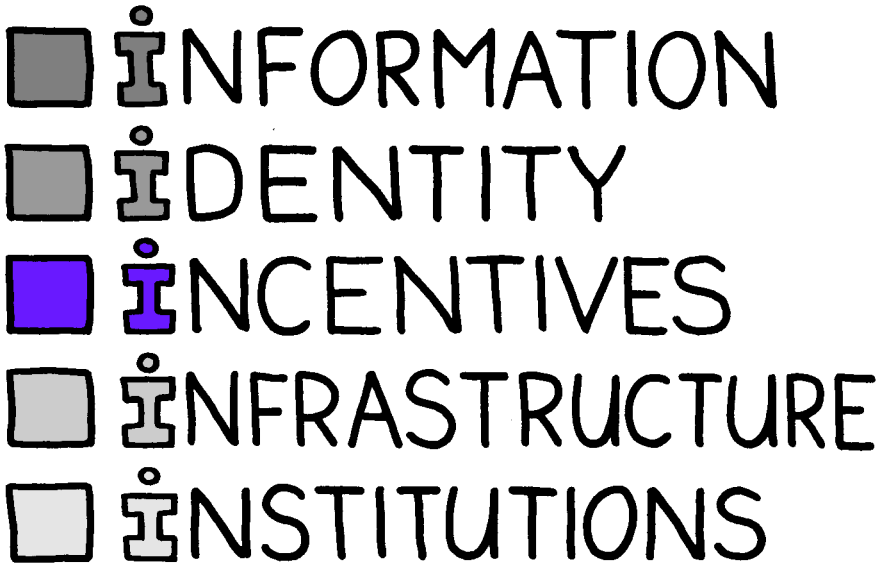
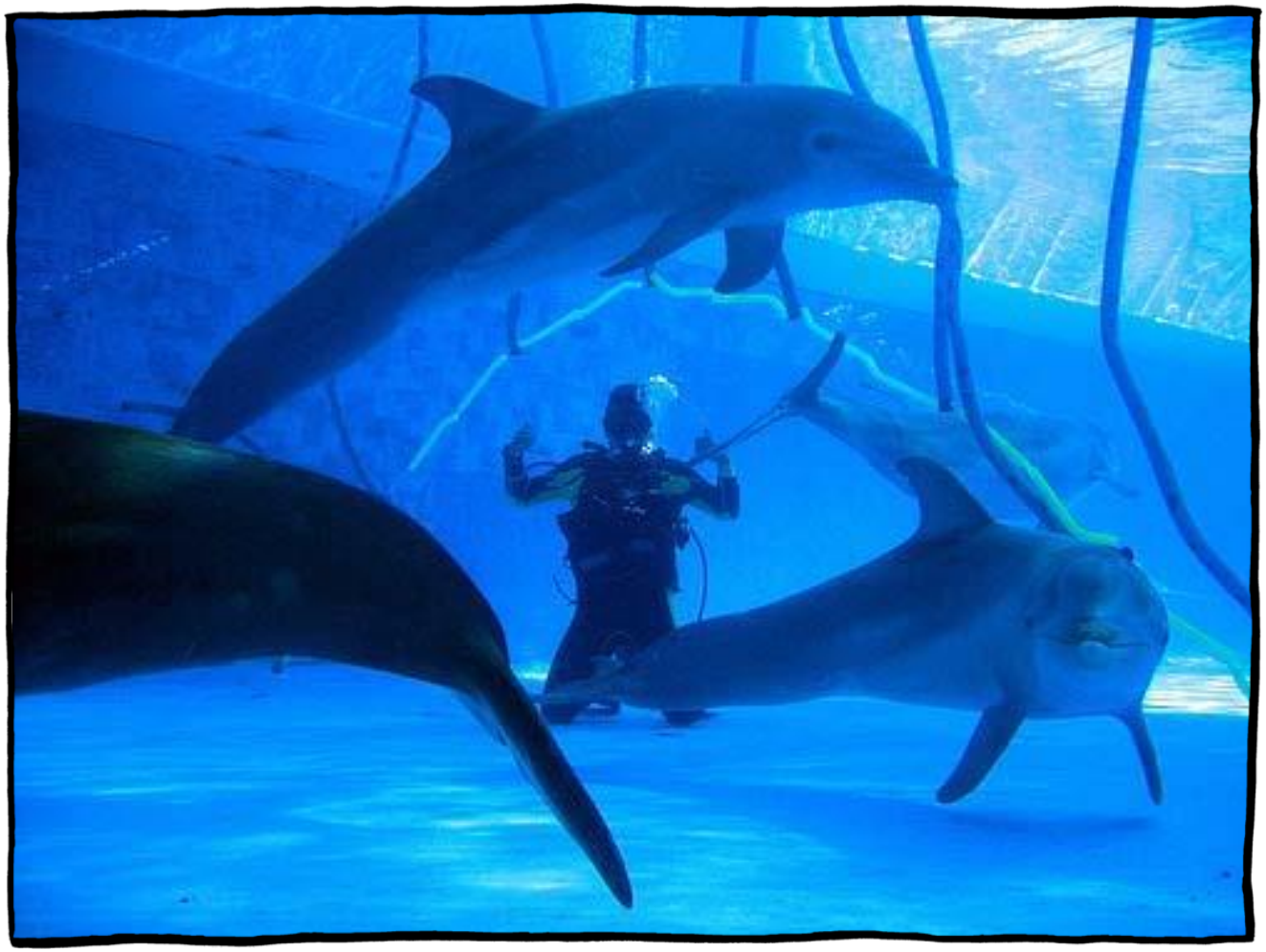
CLEAN CODE

- Can You Incentivize Good Behavior?

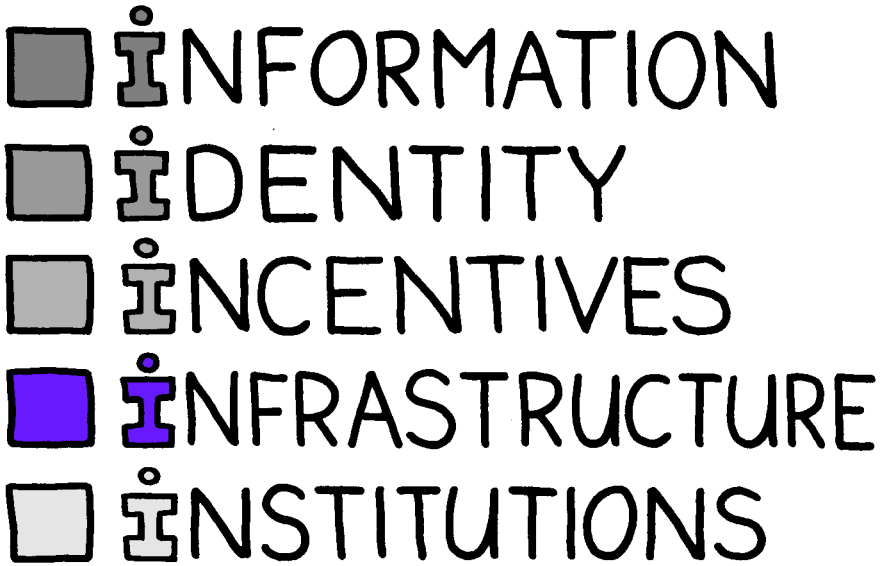




Incentivize good behavior with small rewards.

http://dolphinswimming.dolphindiscovery.com/index.php/tag/abc-animal-training/

- Which Barriers Will You Remove?
- Which Guides Will You Place?



Remove obstacles and add guidance to make things easier.

http://www.azdot.gov/ccpartnerships/roundabouts/history.asp

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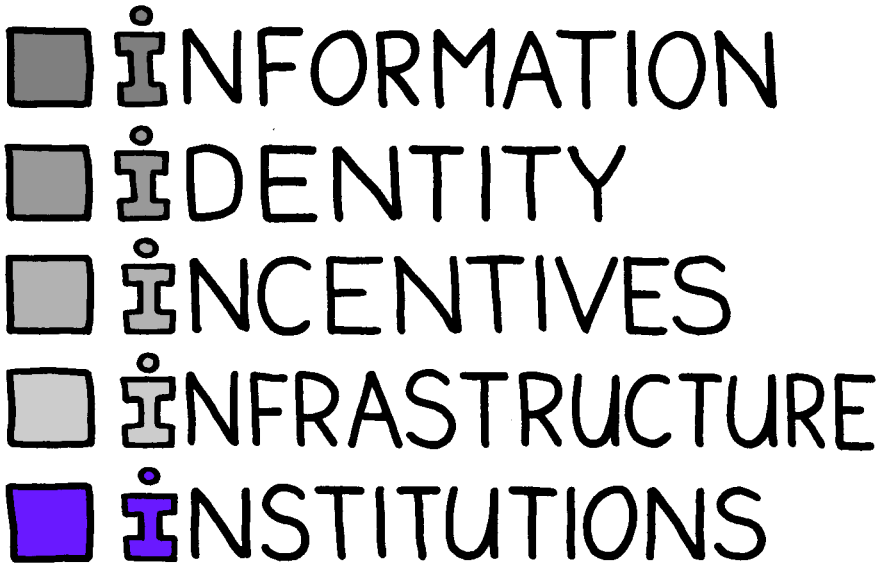
- Who Can Make the Rules?

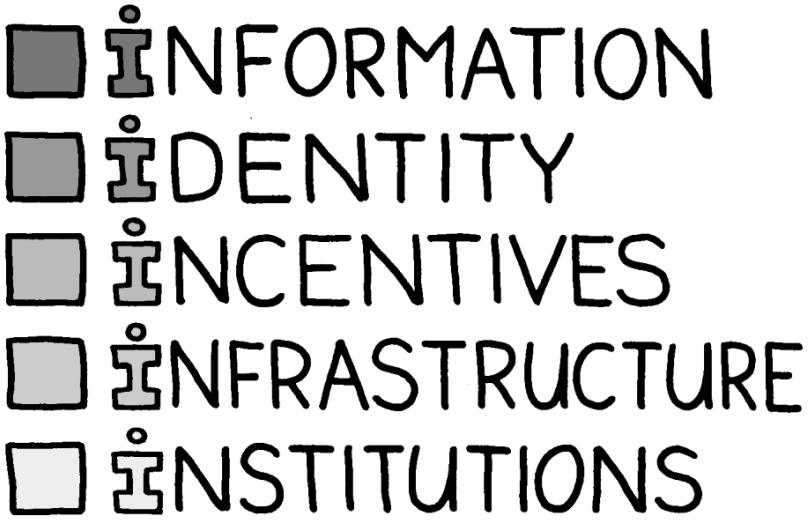


Define and enforce rules of good conduct…

http://www.flickr.com/photos/wordridden/53998367/

The Environment

Behavior is a function of a person and his or her environment. Instead of changing a person, change the environment.



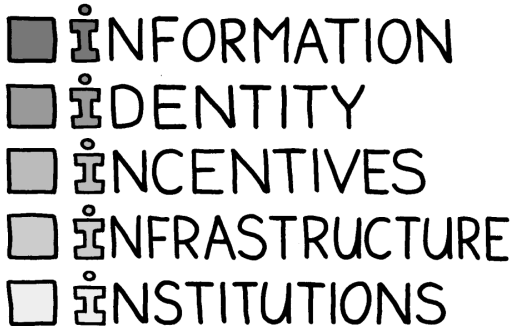
> Culture changes only after you have successfully altered people's actions, after the new behavior produces some group benefit for a period of time.

- John P. Kotter, Leading Change

http://www.amazon.com/Leading-Change-John-P-Kotter/dp/0875847471/

You want your friends to go to a conference?

- How Do I Radiate Information?
- How Do I Ease Communication?
- What Is the Group Identity?
- How Can I Grow Peer Pressure?
- Can You Incentivize Good Behavior?
- Which Barriers Will I Remove?
- Which Guides Will I Place?
- Who Can Make the Rules?



Change Management 3.0

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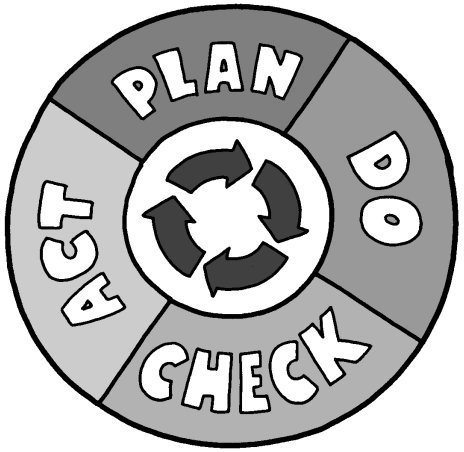

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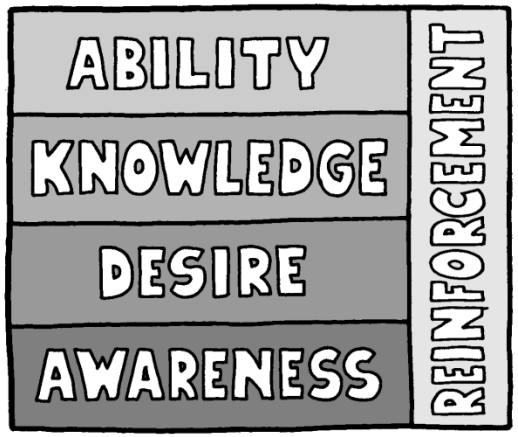

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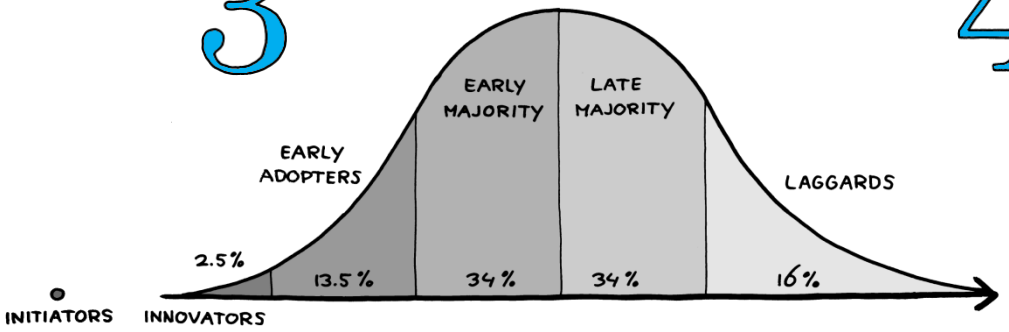

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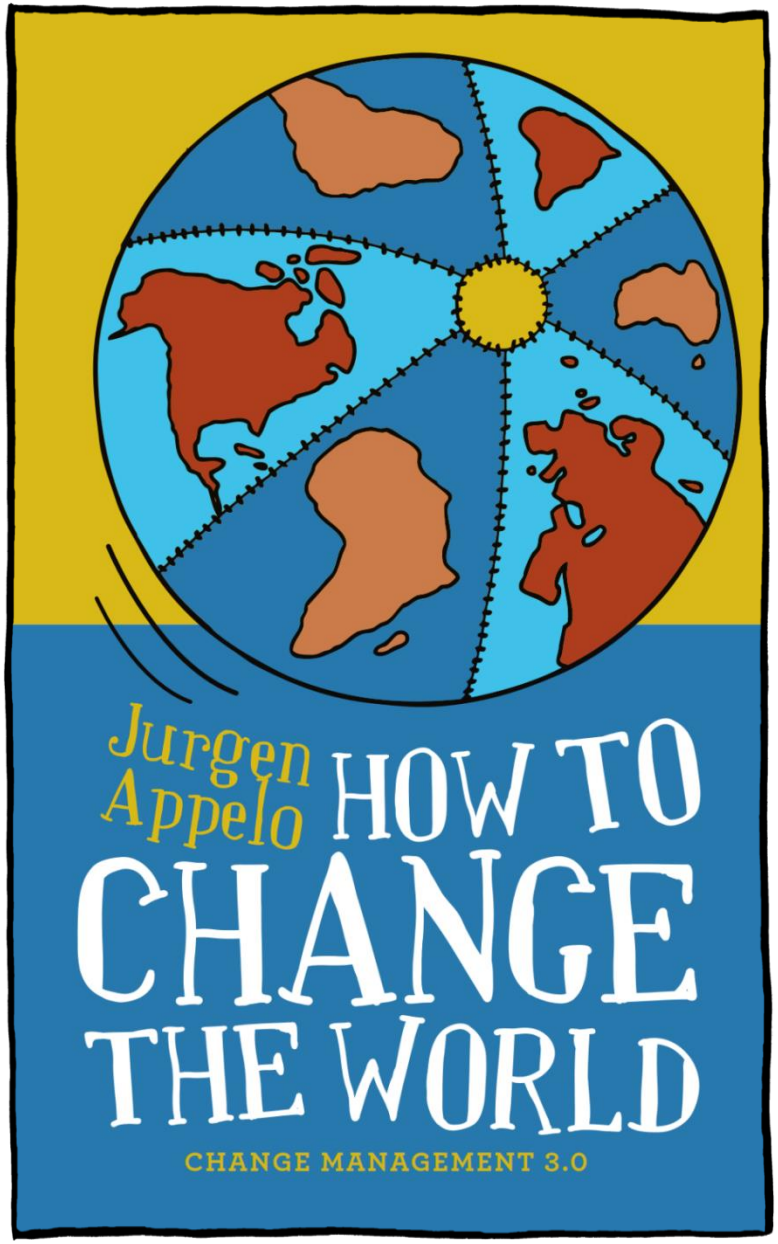
- iNFORMATION
- iDENTITY
- iNCENTIVES
- iNFRASTRUCTURE
- iNSTITUTIONS

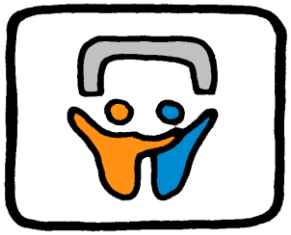
http://www.management30.com/how-to-change-the-world/



MANAGEMENT 3.0

Agile Leadership Practices

Dallas, 8+9 April



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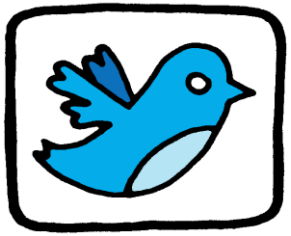

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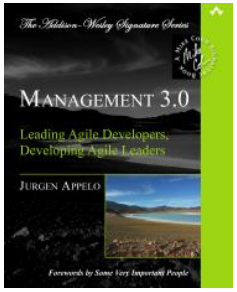

management30.com (book)