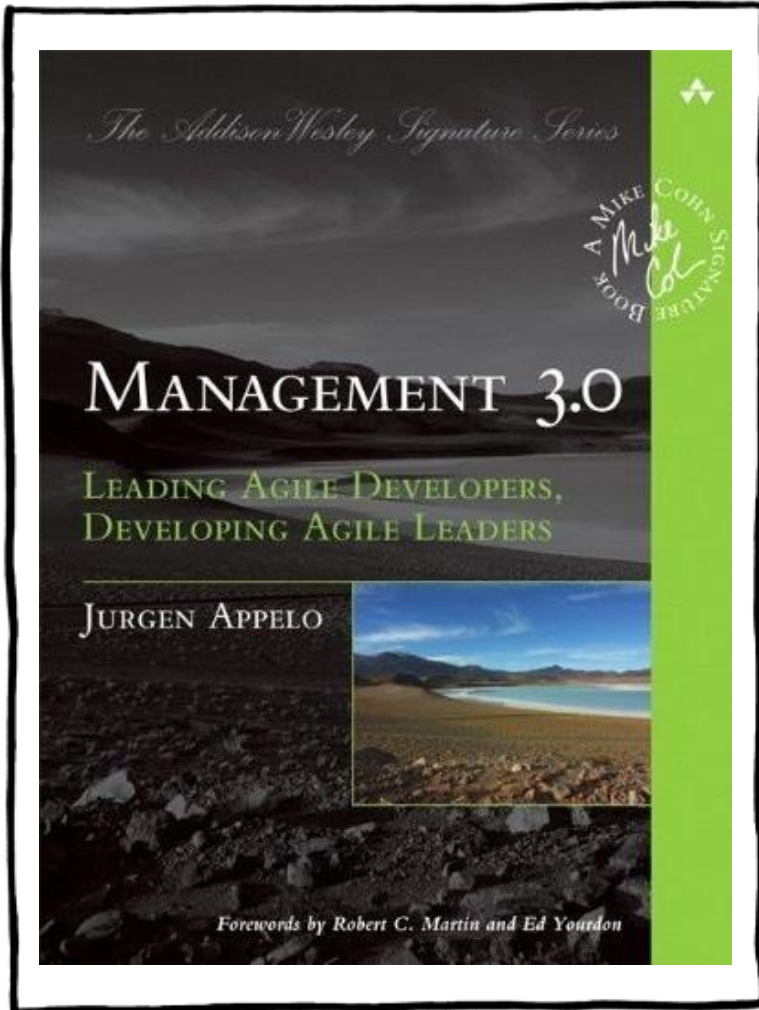


MANAGEMENT 3.0

CHANGE AND INNOVATION PRACTICES

Ralph van Roosmalen

- International Management 3.0 Facilitator
 - Author of the book “Doing It – Management 3.0 Experiences”
 - Custodian of the Content – Happy Melly One
 - CEO – Happy Melly One
 - Coaching Distributed (Software Development) Teams
 - Agile Coach
-
- ralph@agilestrides.com
 - www.agilestrides.com
 - www.linkedin.com/in/ralphvanroosmalen



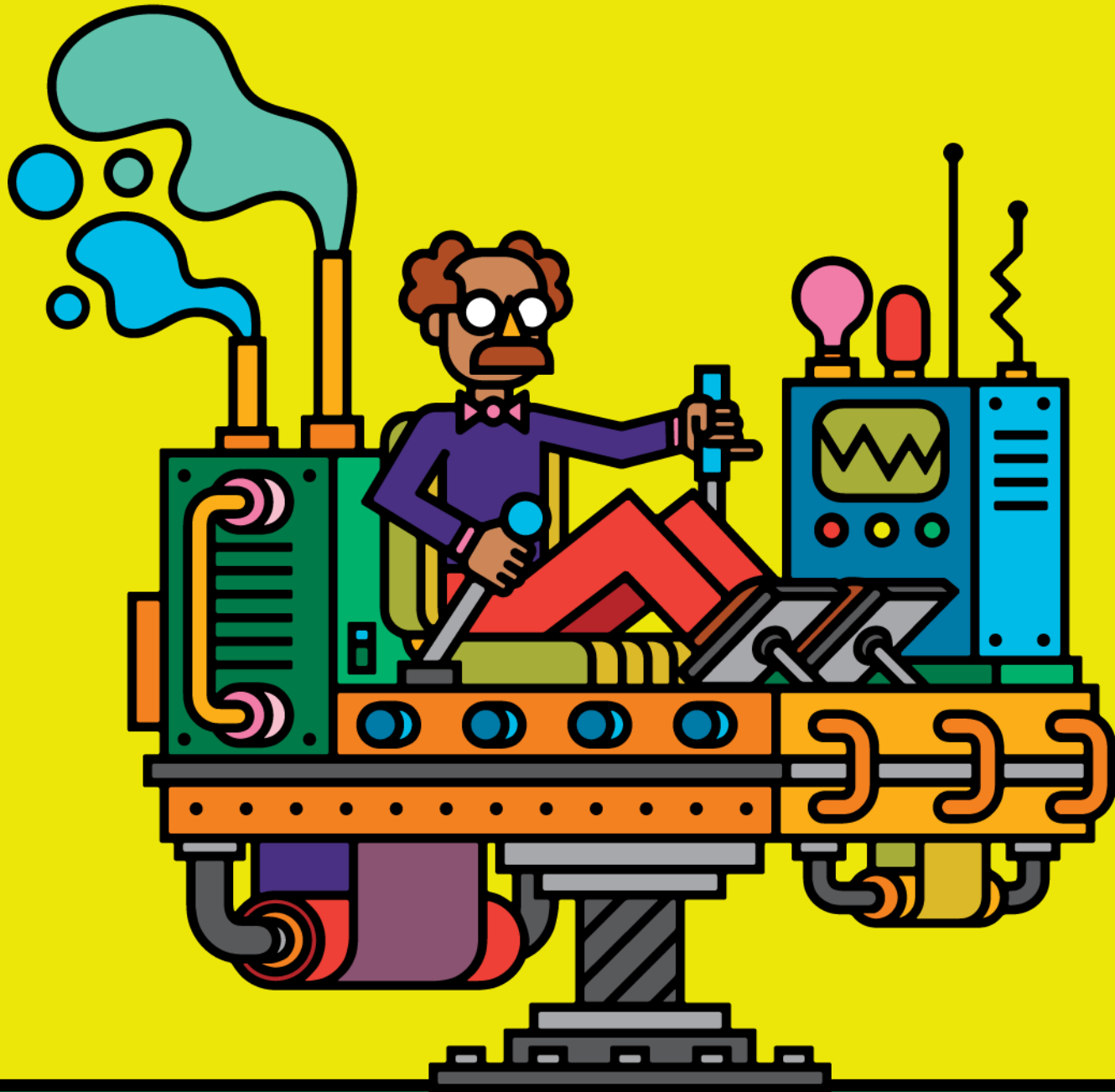
Transforming organizations into great places to work where:

- People are engaged
- Work is improved
- Clients are delighted

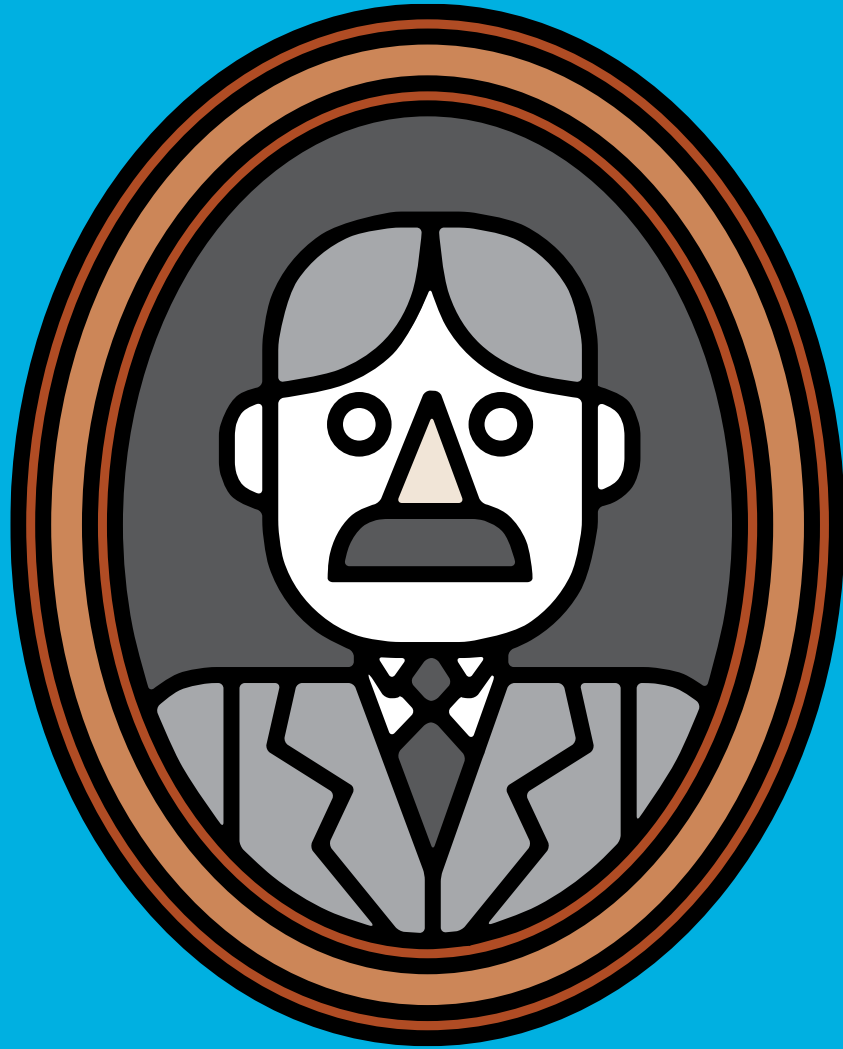
Make sure everyone is happy at work, all people really care about the things they do. People constantly looking for what they can improve and everyone wants to make the customer happy.

Where everyone should help the manager to achieve all of the above.





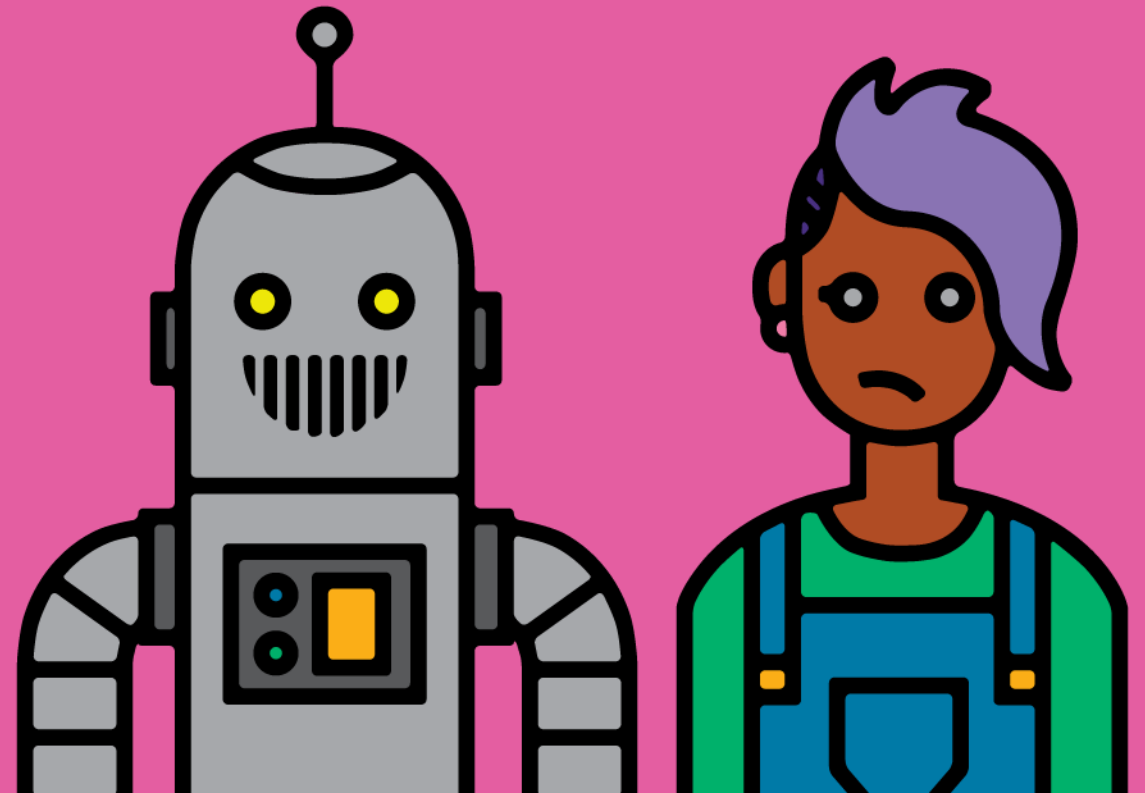
For many organizations, a common practice is that they are managed like machines. We call this **Management 1.0**. In this style of management, leaders assume that improvement of the whole requires monitoring, repairing, and replacing the parts.



It was engineers who developed *scientific management*, the command-and-control style of leadership that was quite successful in the 20th century.

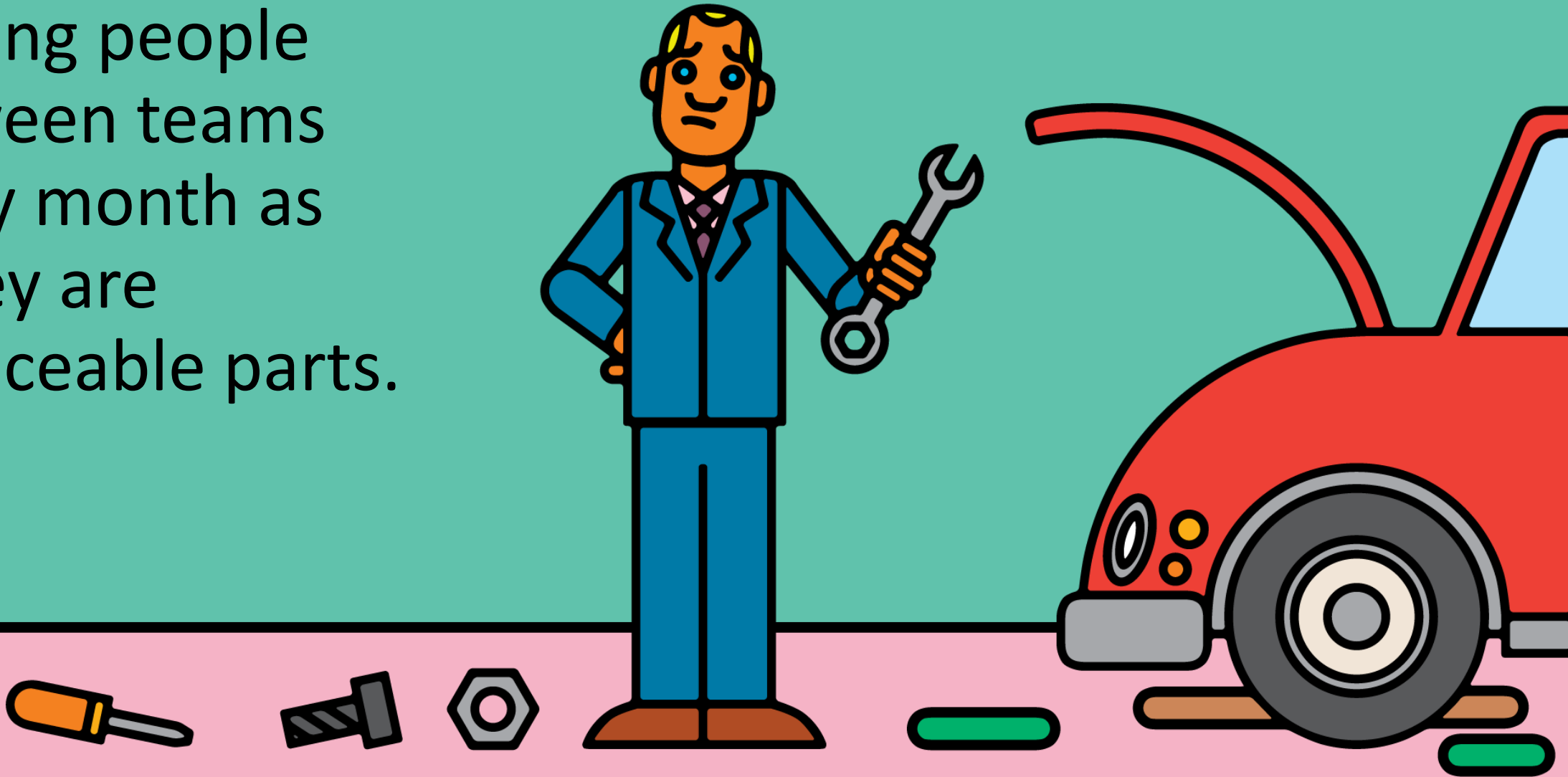
Frameworks work well with predictable, repeatable tasks (by machines).

They *don't* work with creativity, innovation and problem-solving (by humans).

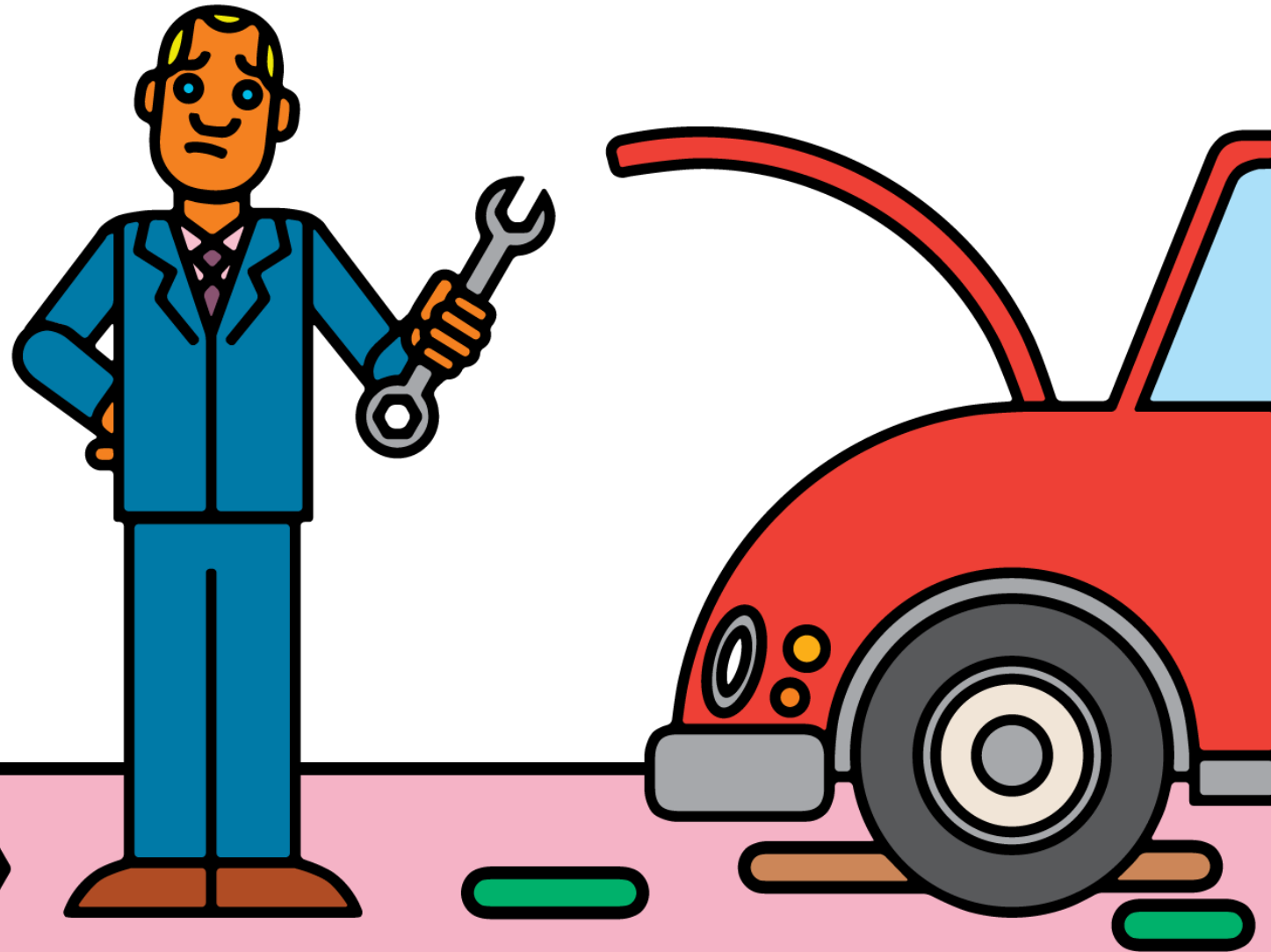


Bad idea:

Moving people between teams every month as if they are replaceable parts.

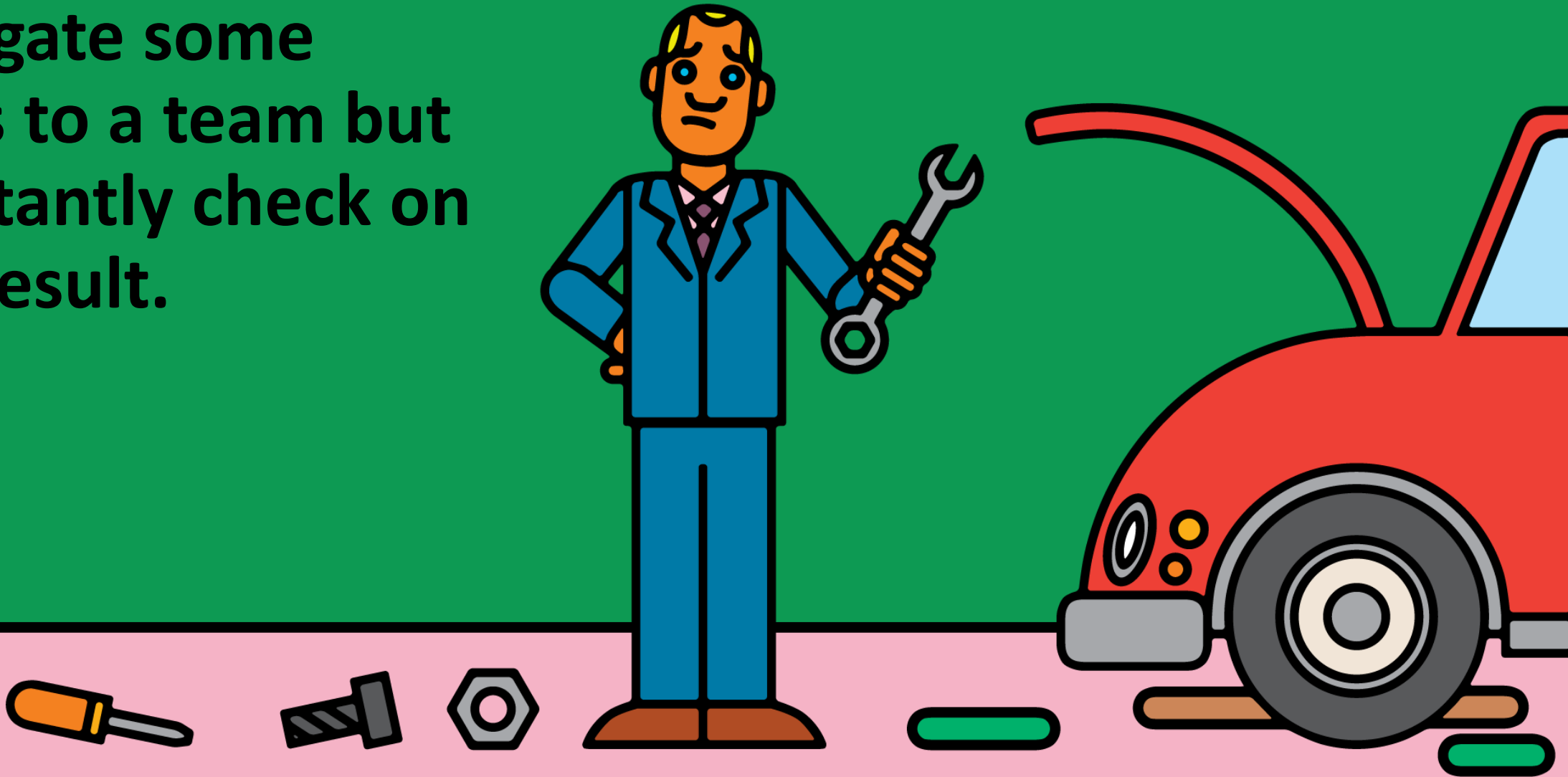


**Bad idea:
Motivating people
with money.**

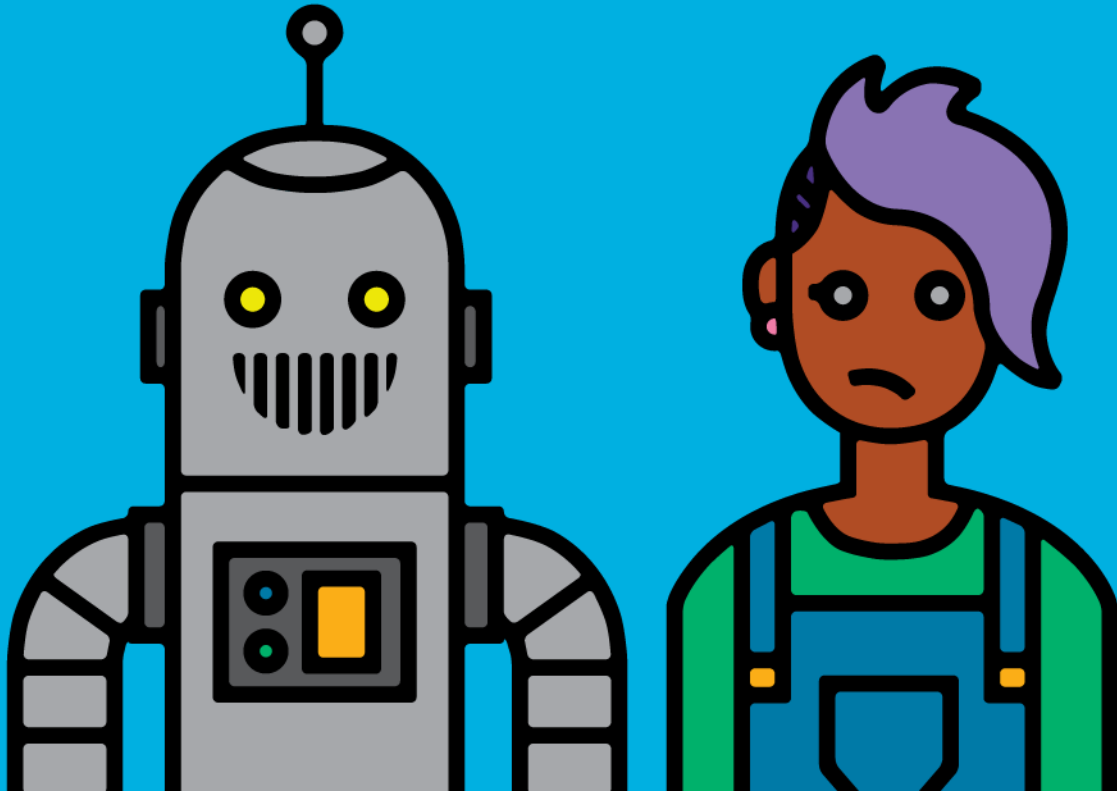


Bad idea:

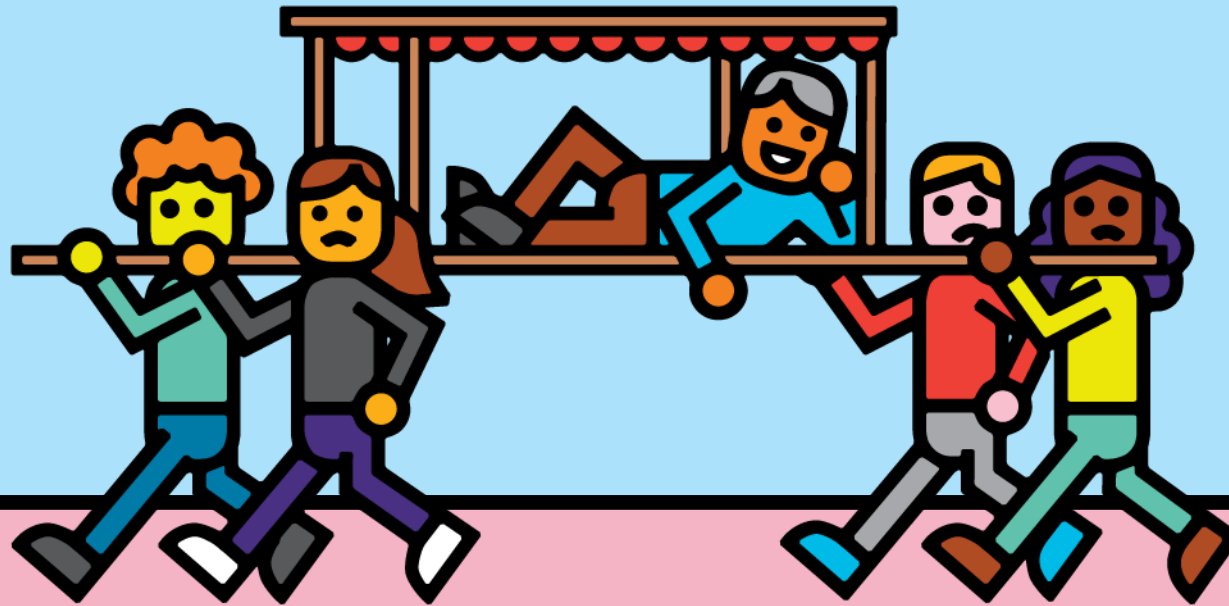
**Delegate some
tasks to a team but
constantly check on
the result.**



Fortunately, many managers have realized that the greater challenge is working with people, not with machines.



In a **Management 2.0** organization, everyone recognizes that “people are the most valuable assets” and that managers have to become “servant leaders”. But, at the same time, managers prefer to stick to the hierarchy.

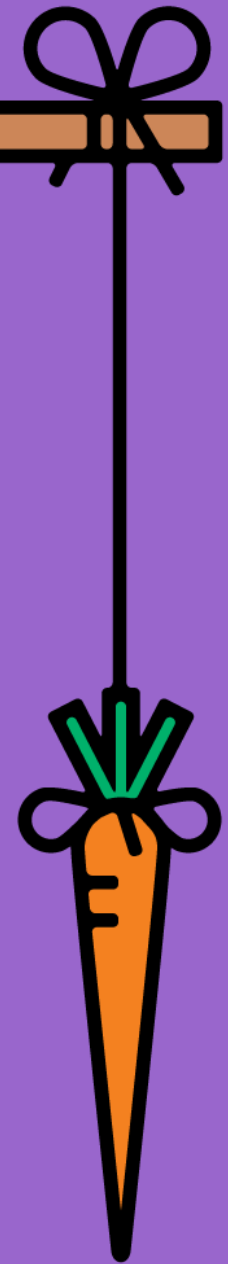


Bad idea:
Encourage people to
attend a training but
punish them when they
don't pass the exam.



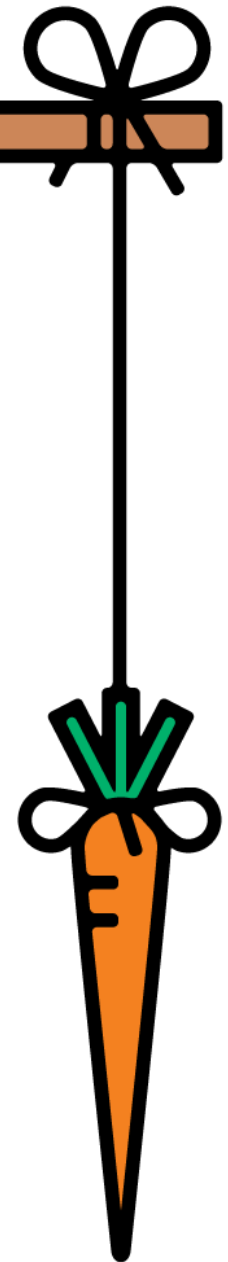
Bad idea:

Ask people to review each other, but ask people to fill an excel sheet to give the manager a final number to check.



Bad idea:

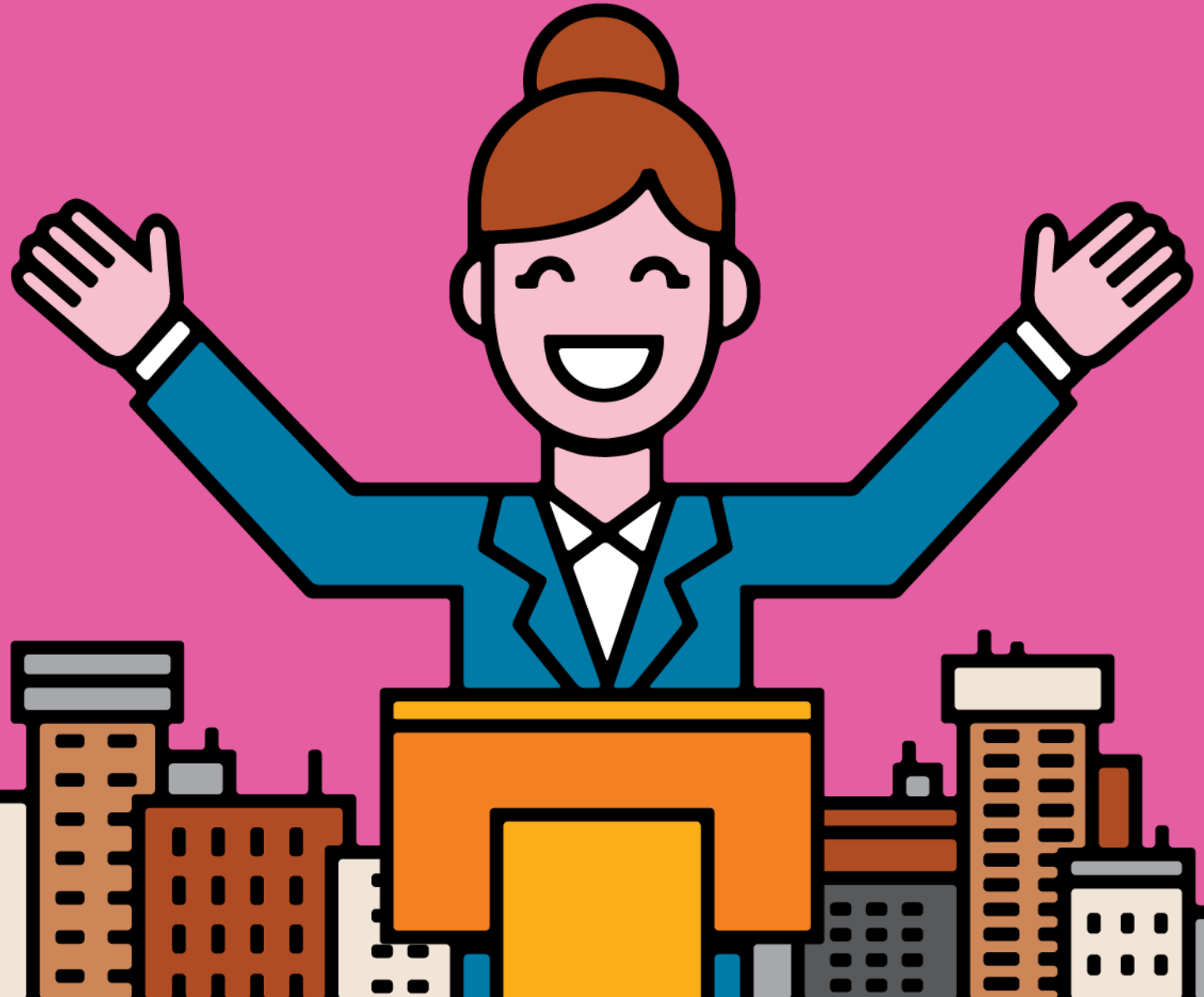
Tell the teams they are self organizing but after two iterations you step up and decide they need to split in two teams.



Some people think of an organization as a community or a city. You can do what you want, as long as you allow the community to benefit from your work. We call that **Management 3.0.**

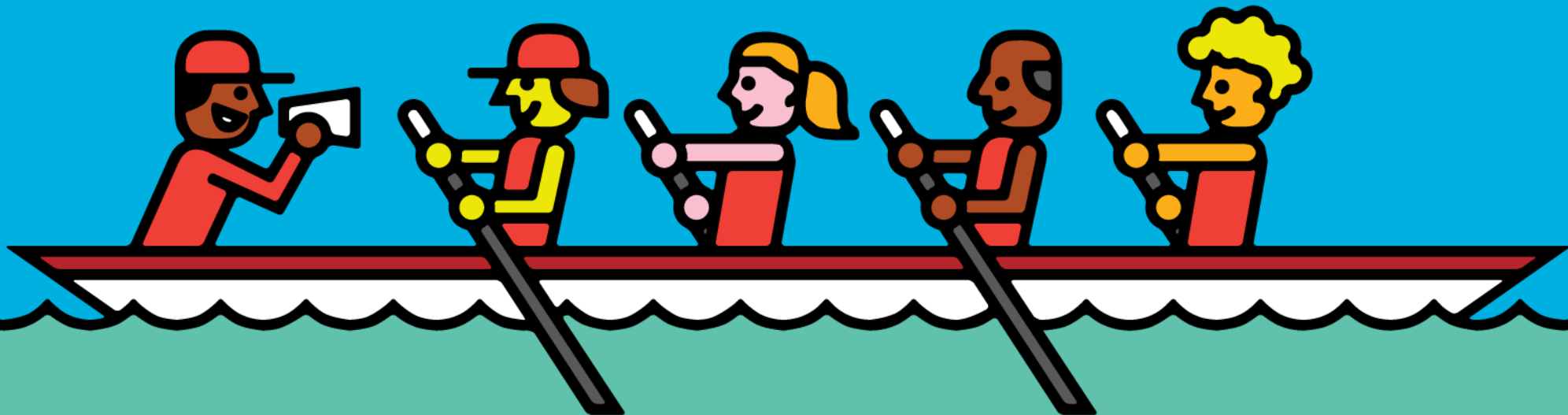


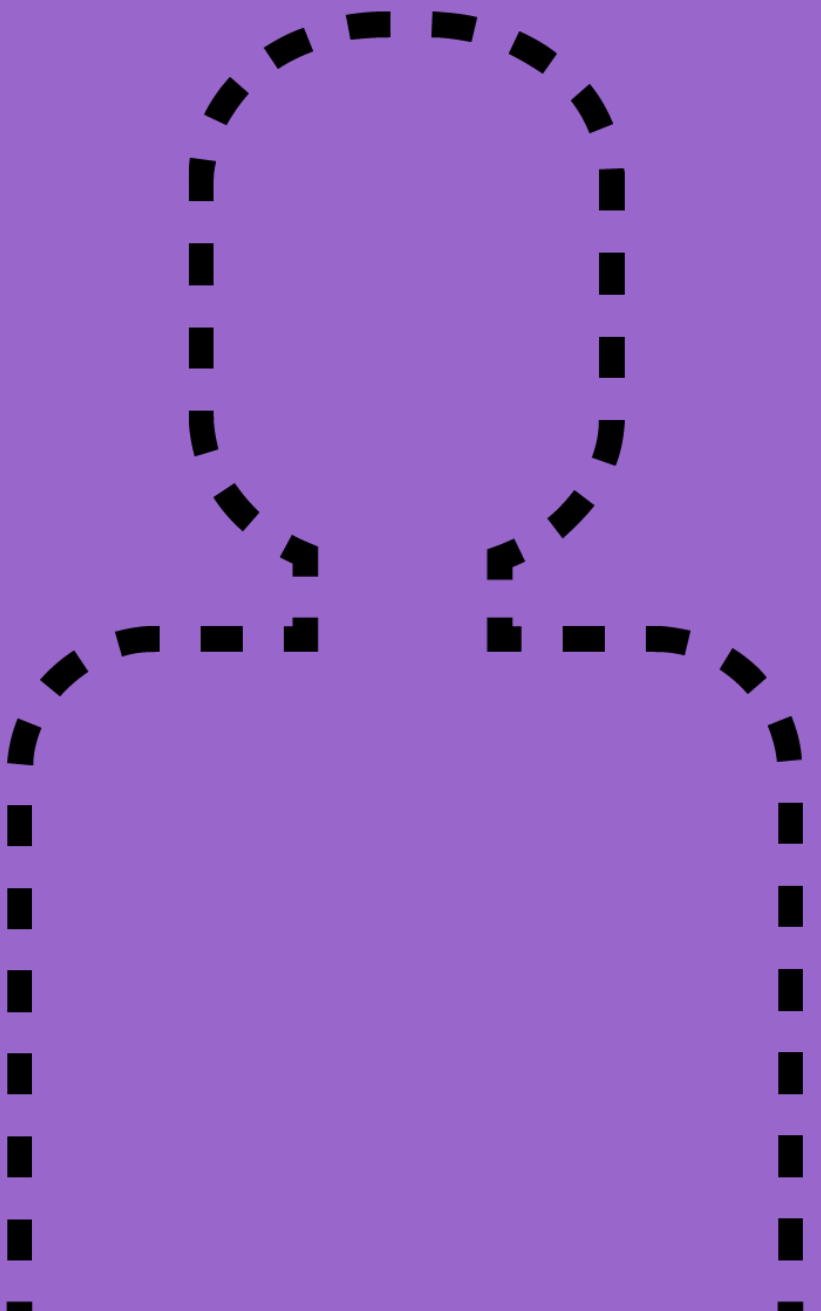
In a community or city, *everyone* is (partly) responsible for contributing to its success and a *few* are responsible for the whole.



Management is about human beings. Its task is to make people capable of joint performance [...]. Management is the critical, determining factor.

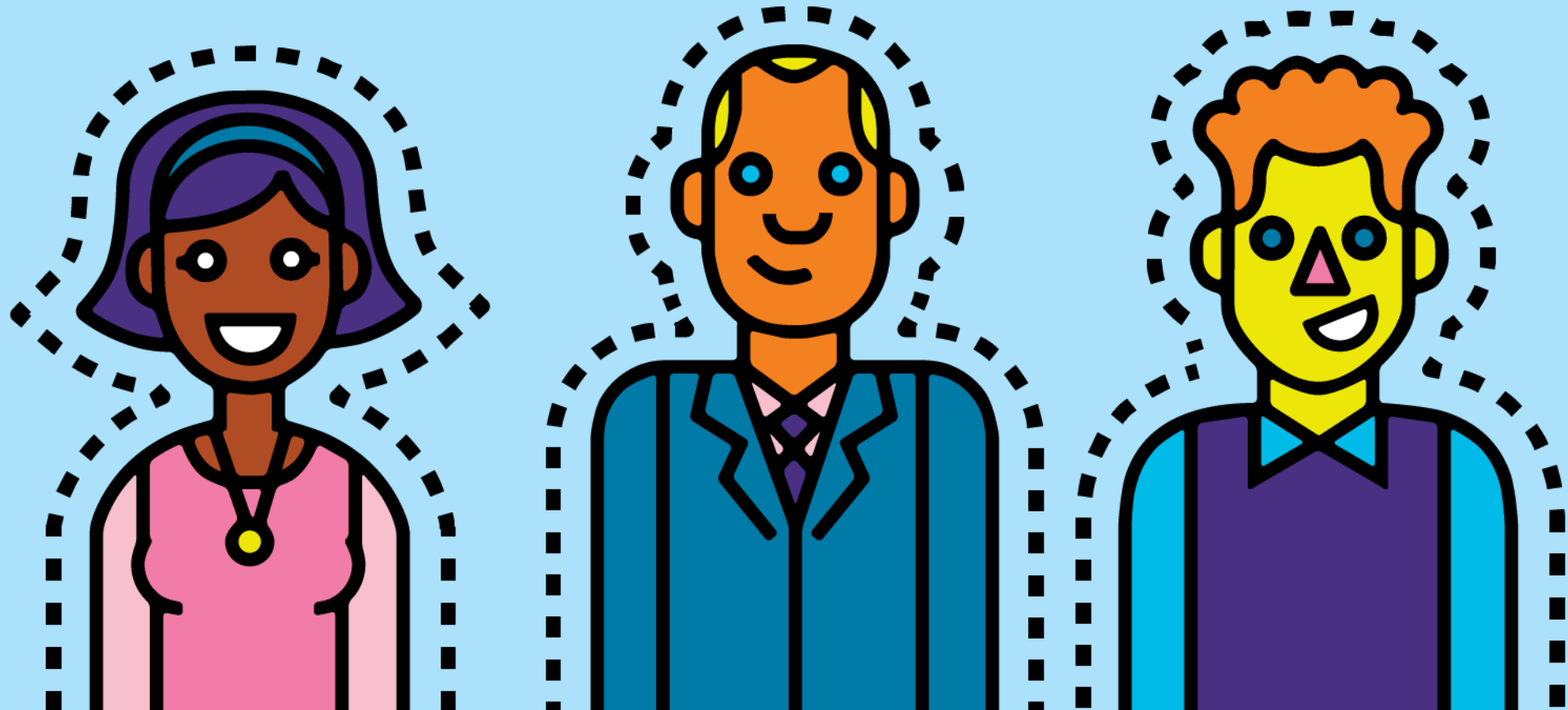
- Peter Drucker, *Management Rev. Edition*



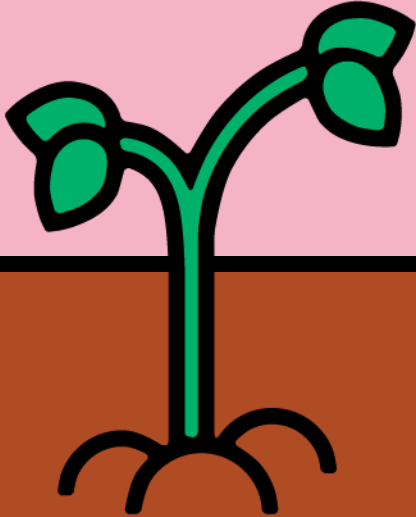
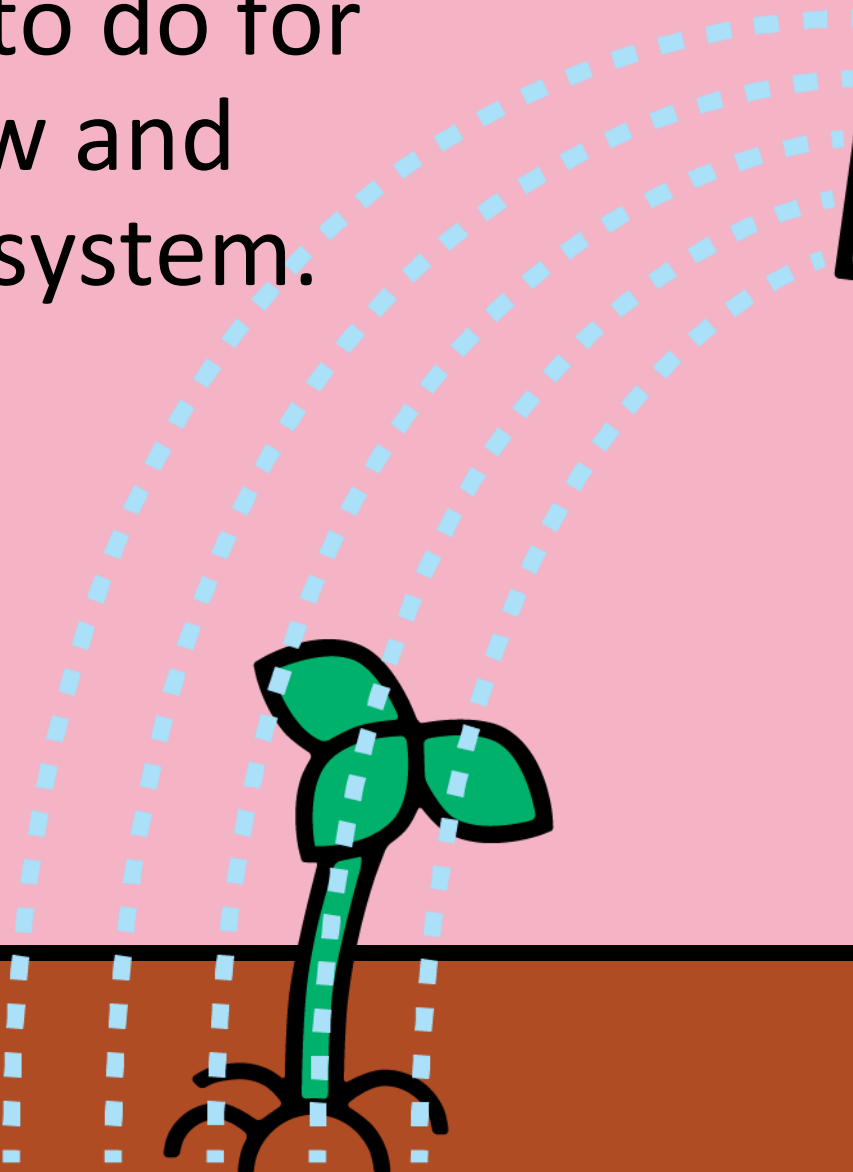
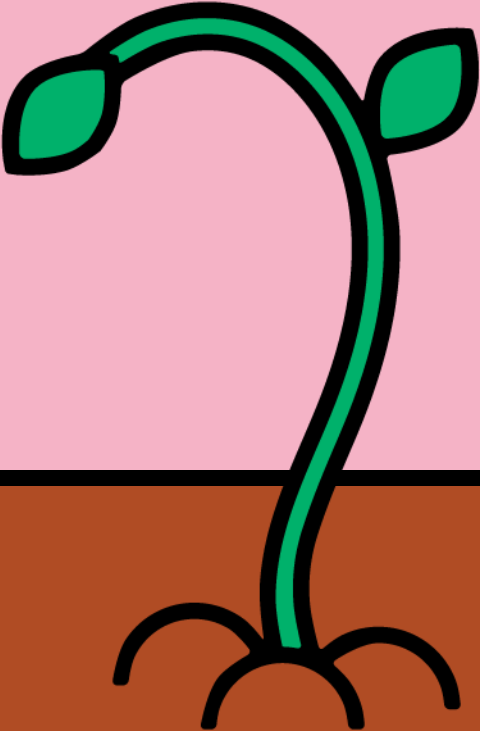


Management of the work is a crucial activity, but this could be done with or without dedicated *managers*. In fact, a business can do a lot of *management* with almost no *managers*!

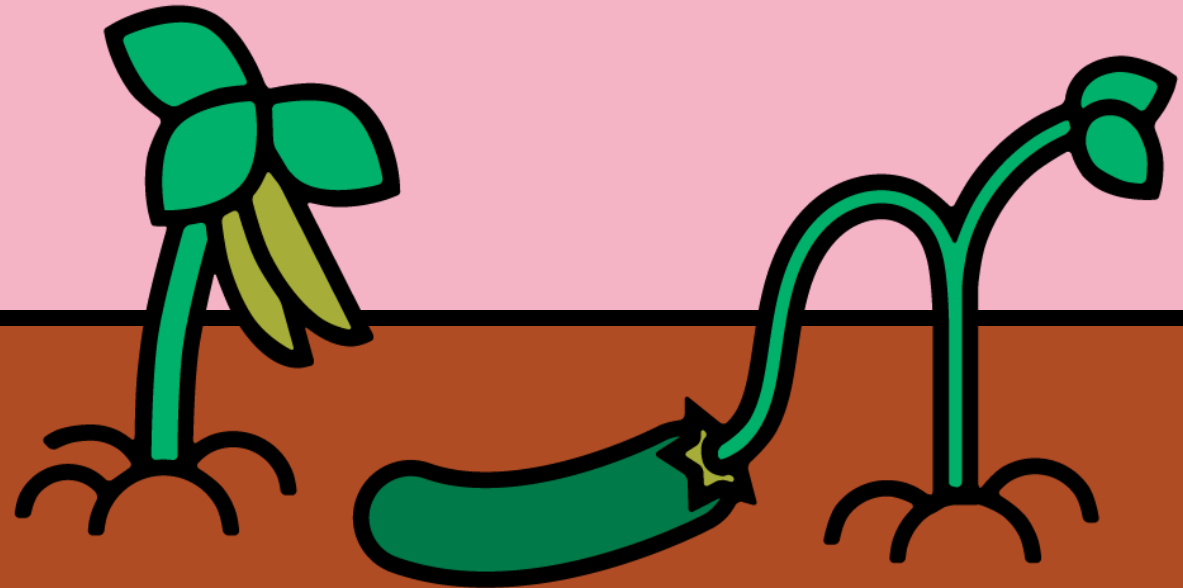
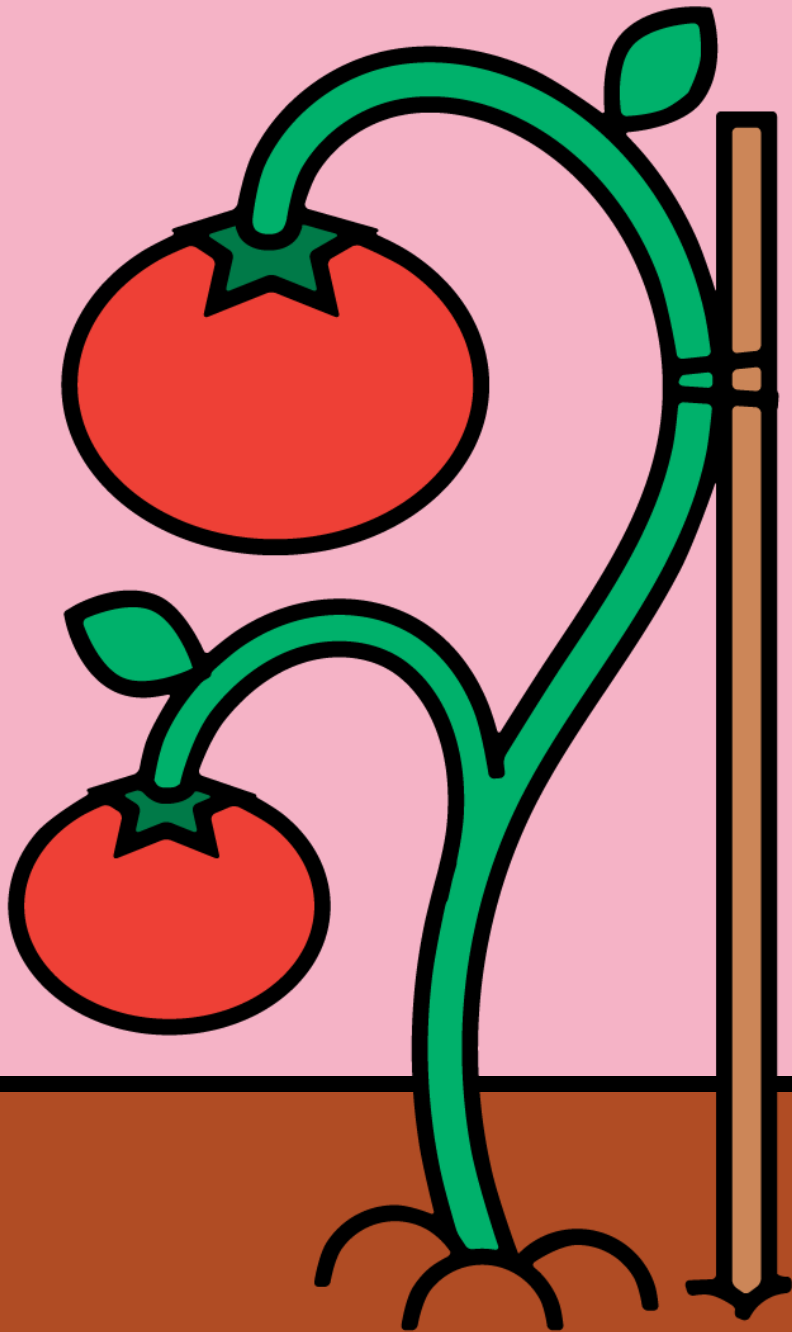
Most creative workers don't realize that they are also responsible for management stuff. Management is too important to leave to the managers.



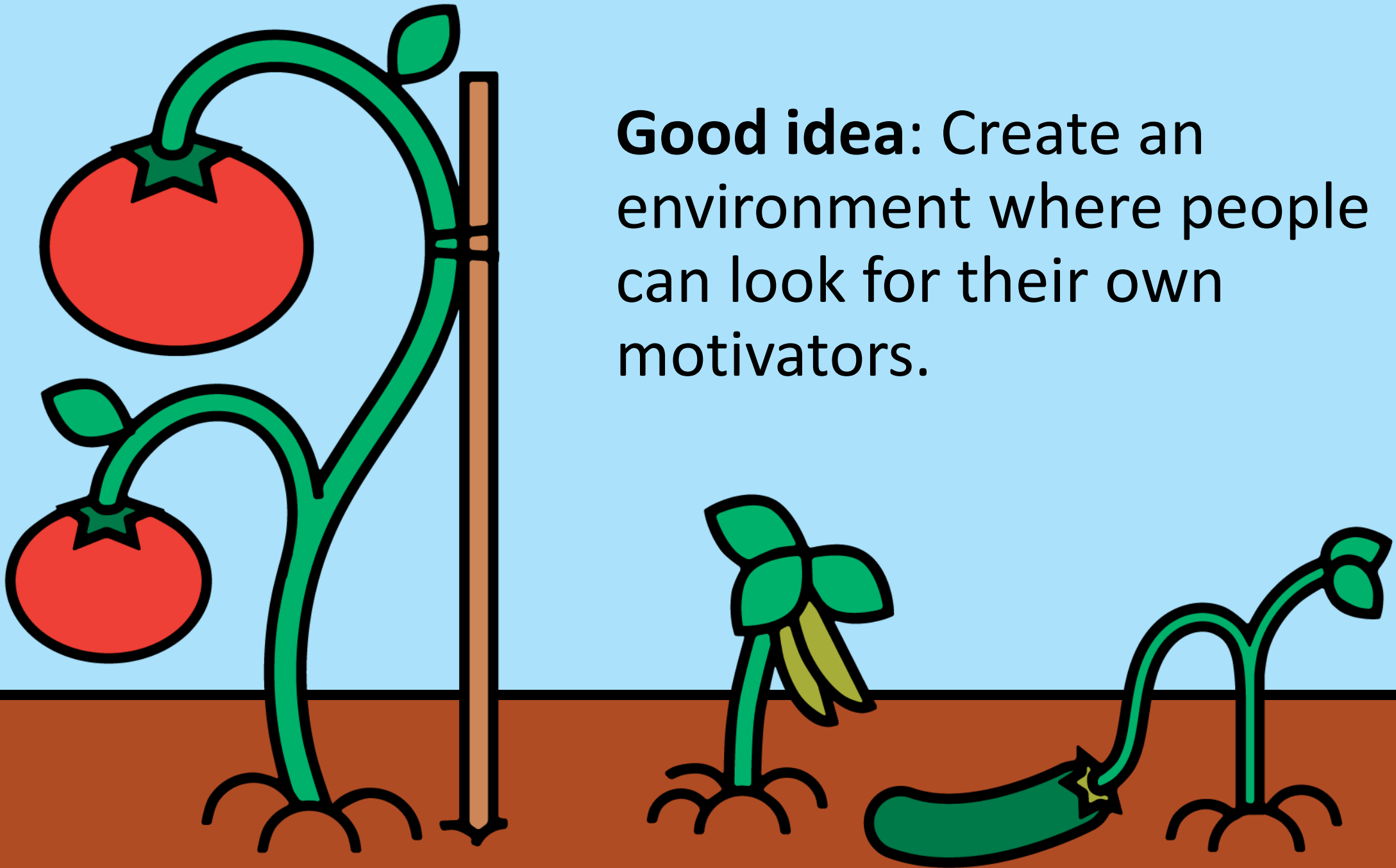
The only thing left to do for managers is to grow and nurture the whole system.



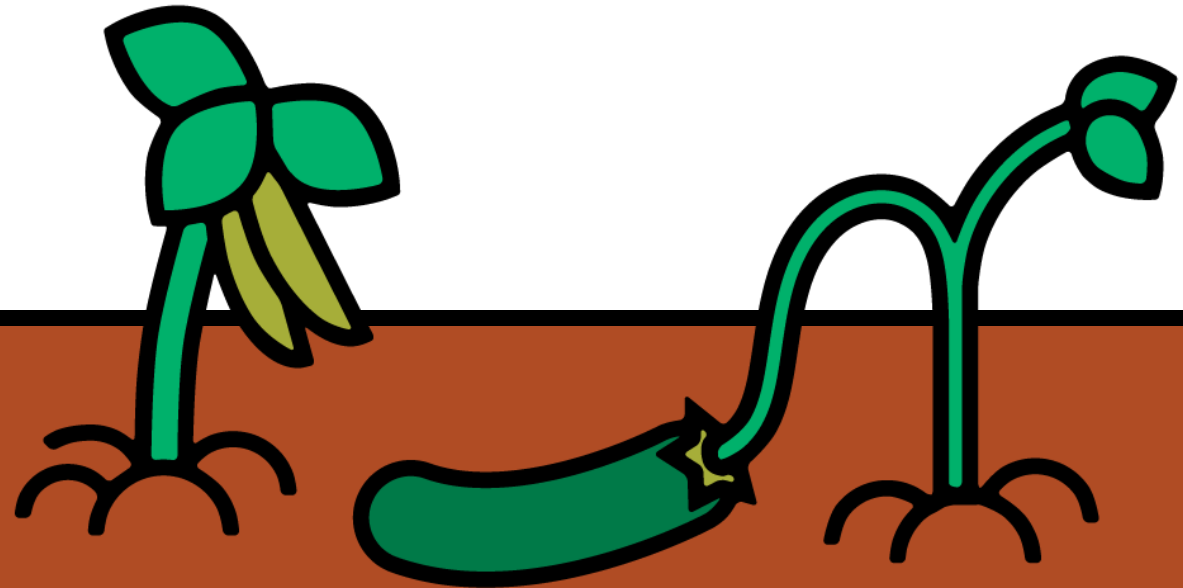
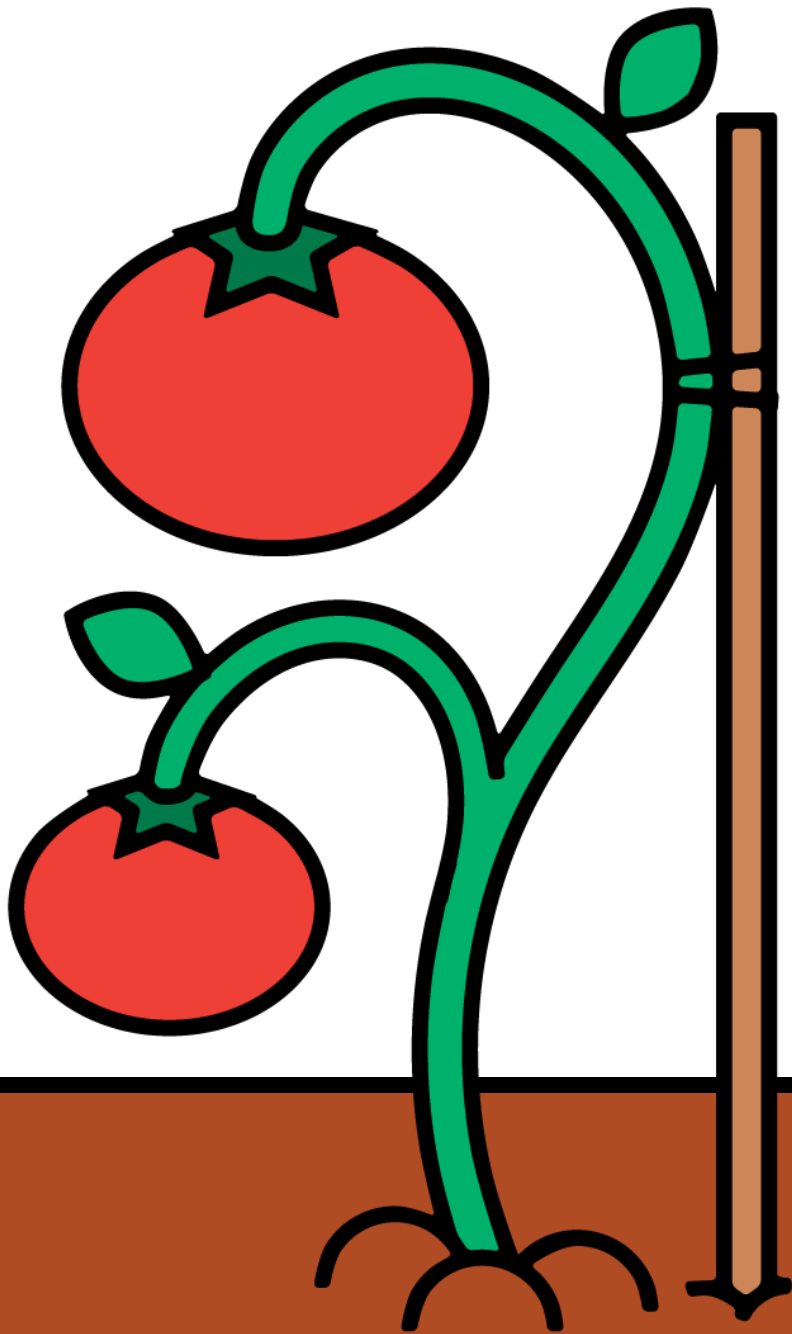
Good idea: implement a system where team members can give bonuses to other team members during the year.



Good idea: Create an environment where people can look for their own motivators.



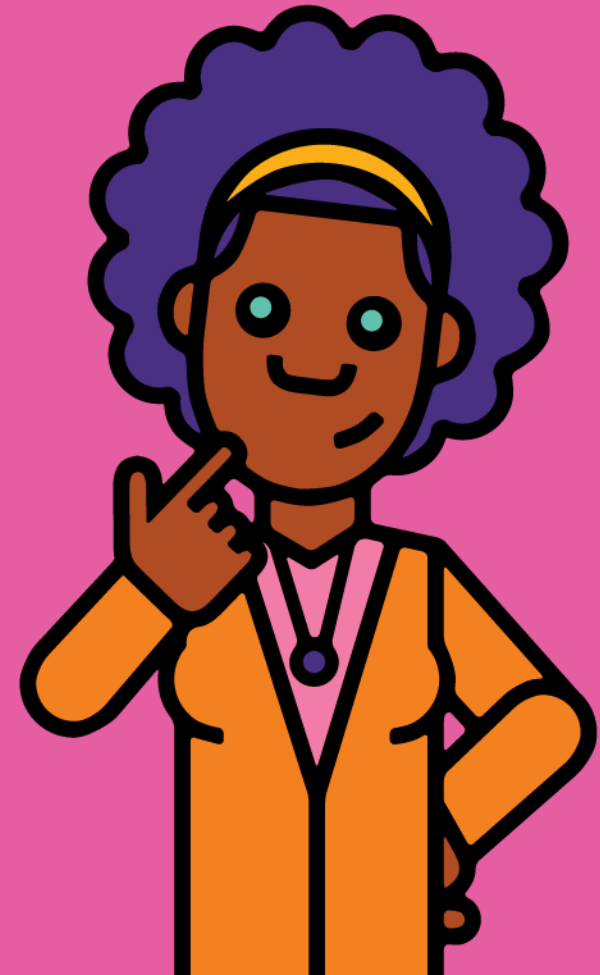
Good idea: celebrating learning, focus on running experiments. Create environment where people can fail.

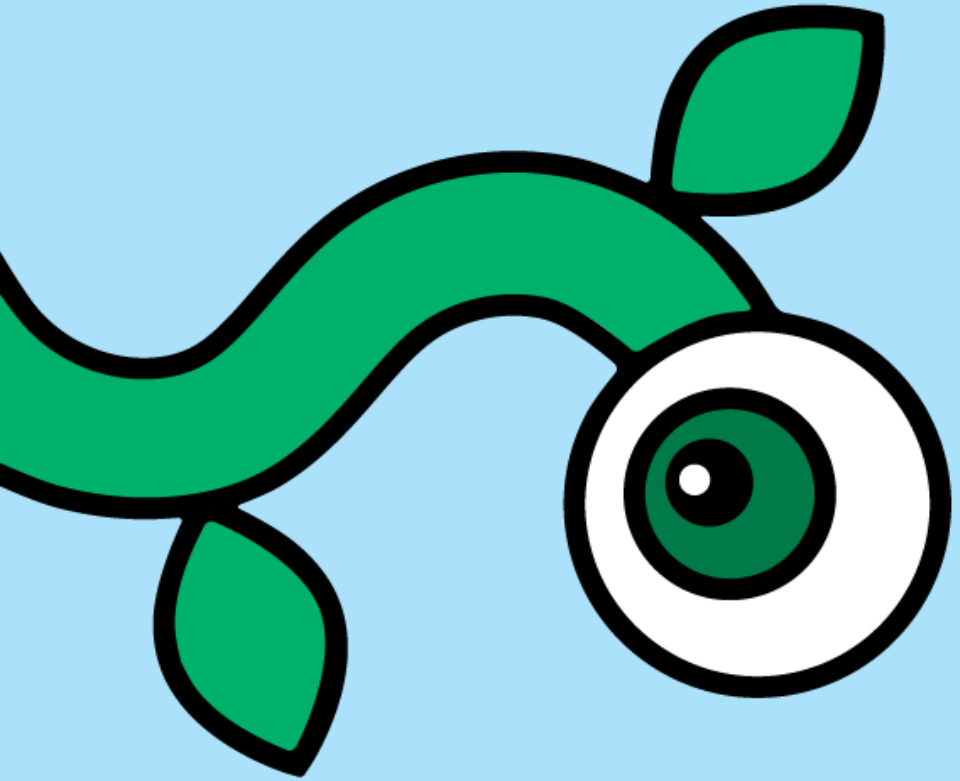




Management 3.0 is *not* yet another framework. It an ever-changing collection of games, tools, and practices to help any worker to manage the organization. It is a way of looking at work systems.

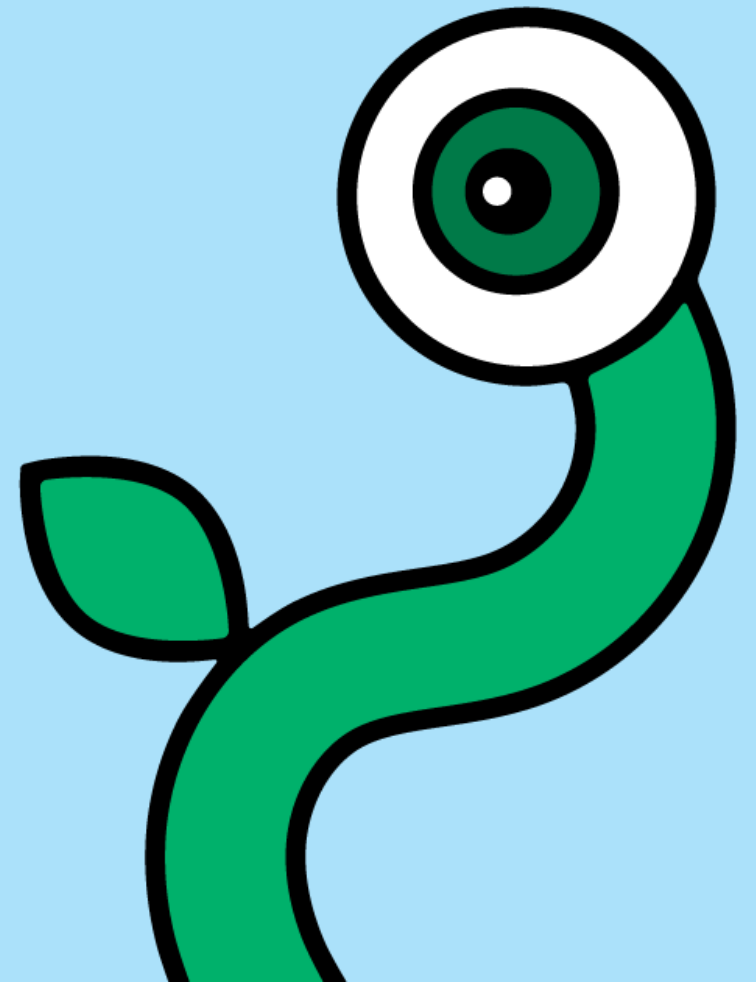
What is your role as in a modern management environment?





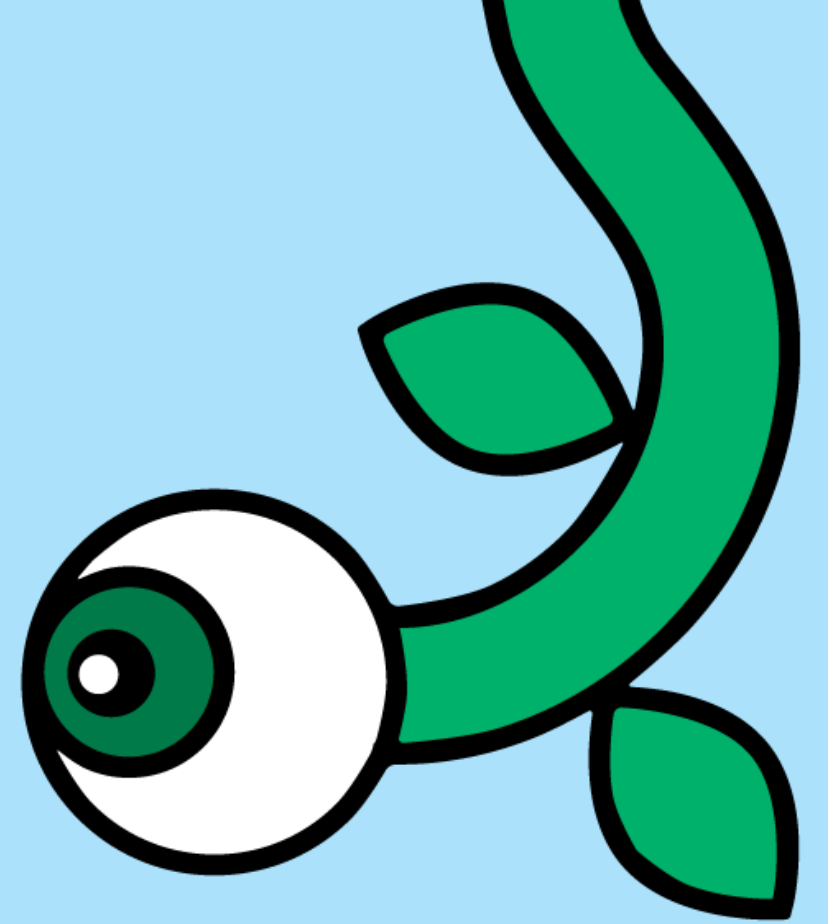
Energize People: People are the most important parts of an organization and managers must do all they can to keep people active, creative, and motivated.

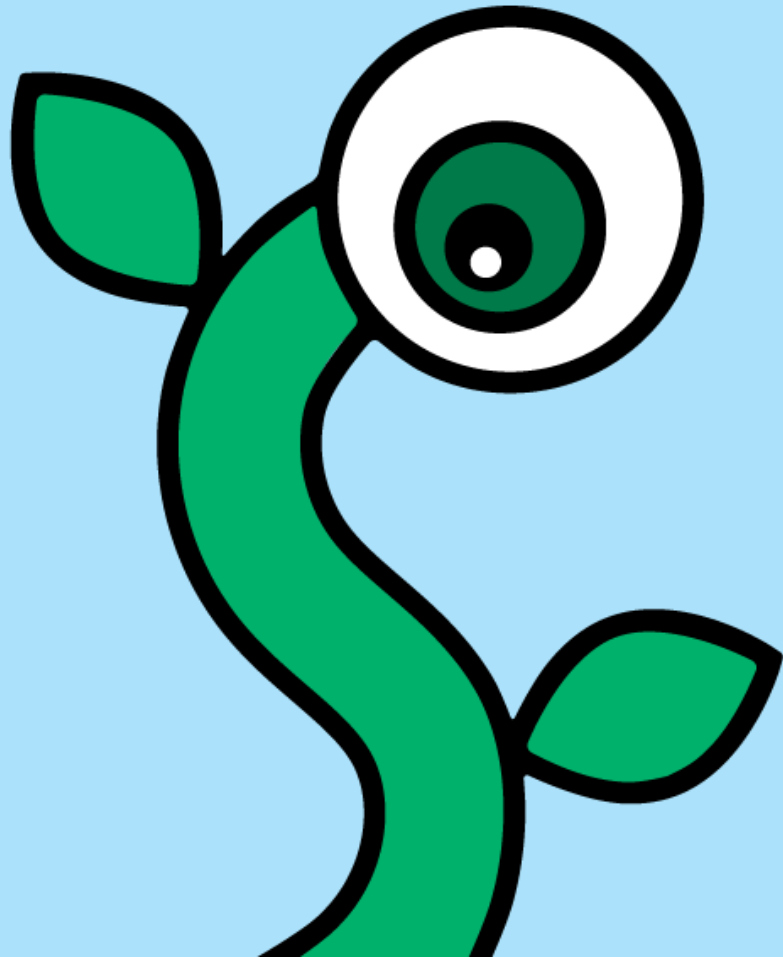
Empower Teams: Teams can self-organize, and this requires empowerment, authorization, and trust from management.



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.

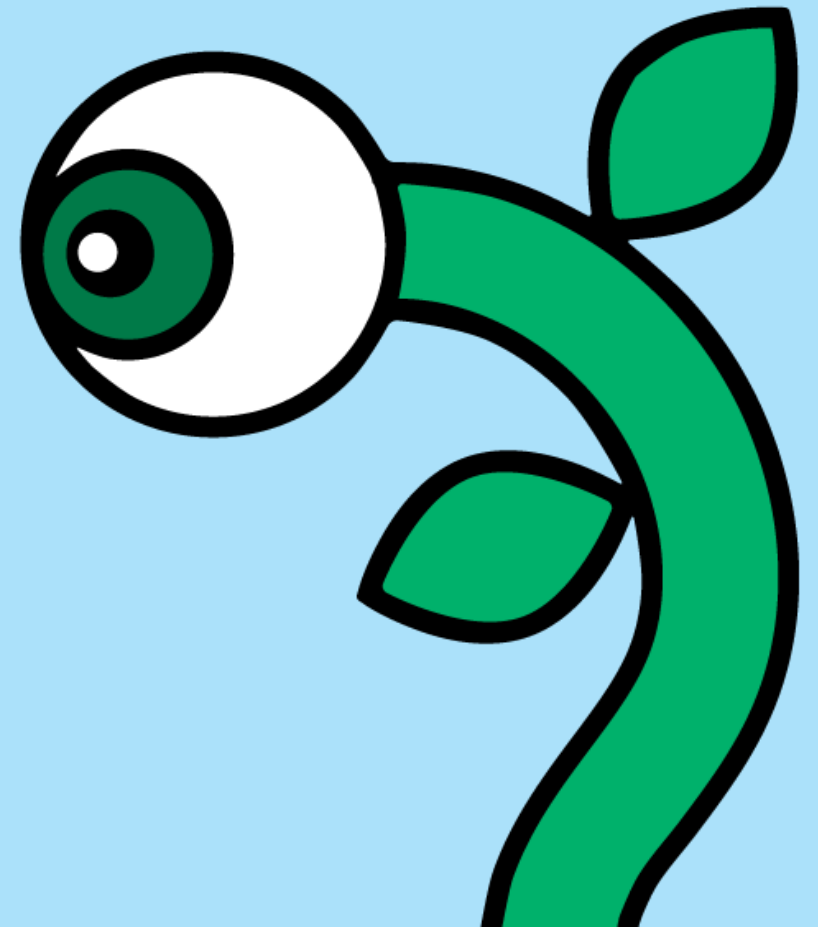


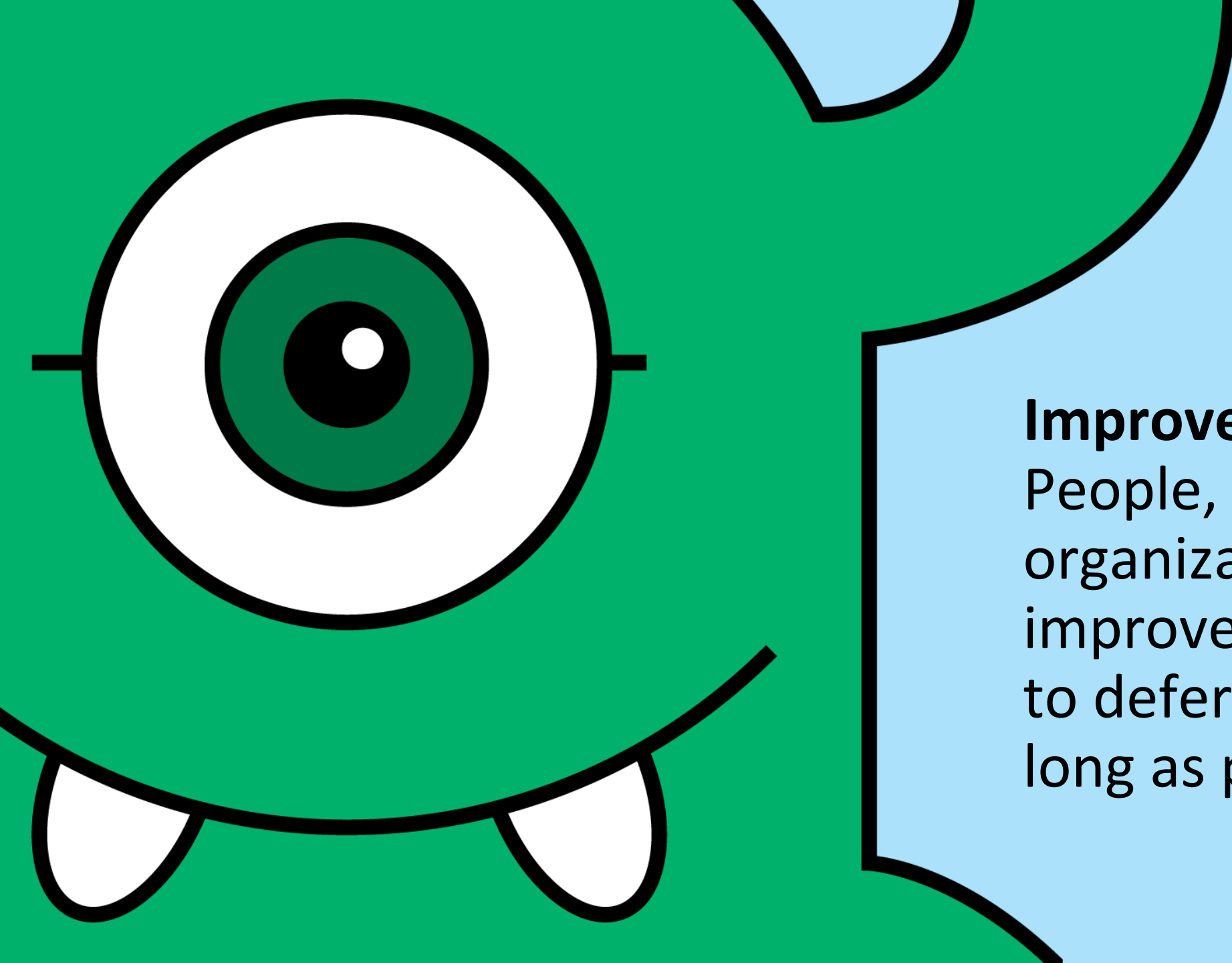


Develop Competence:
Teams cannot achieve their goals if team members aren't capable enough, and managers must therefore contribute to the development of competence.

Grow Structure:

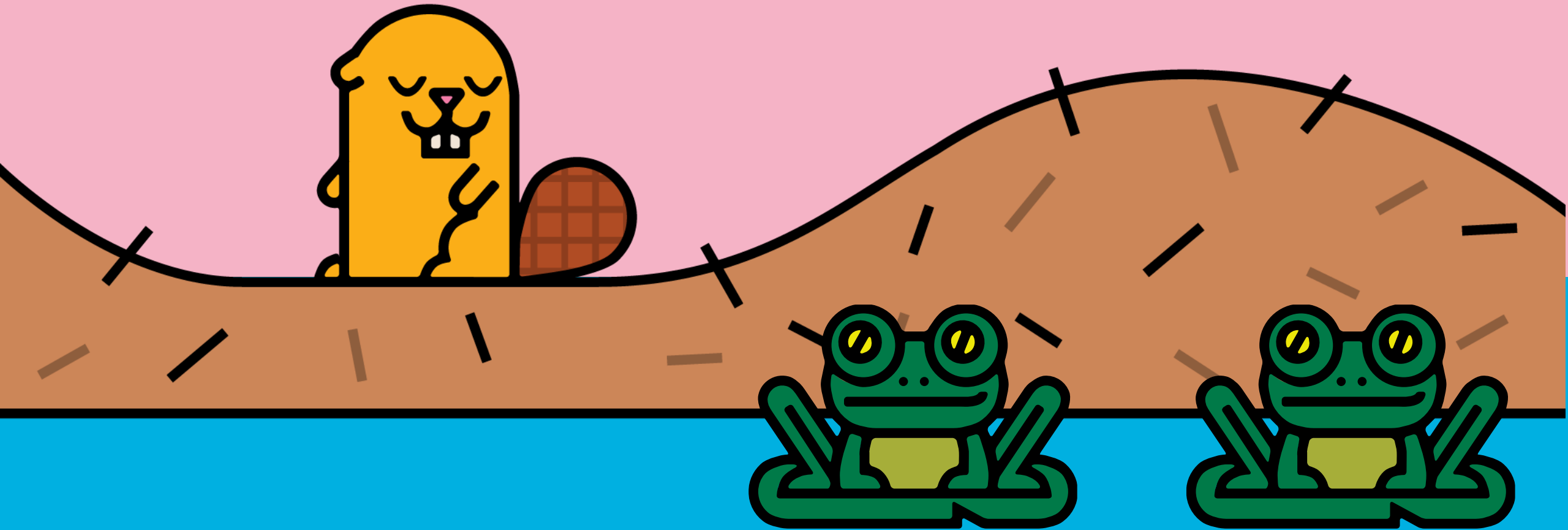
Many teams operate within the context of a complex organization, and thus it is important to consider structures that enhance communication.



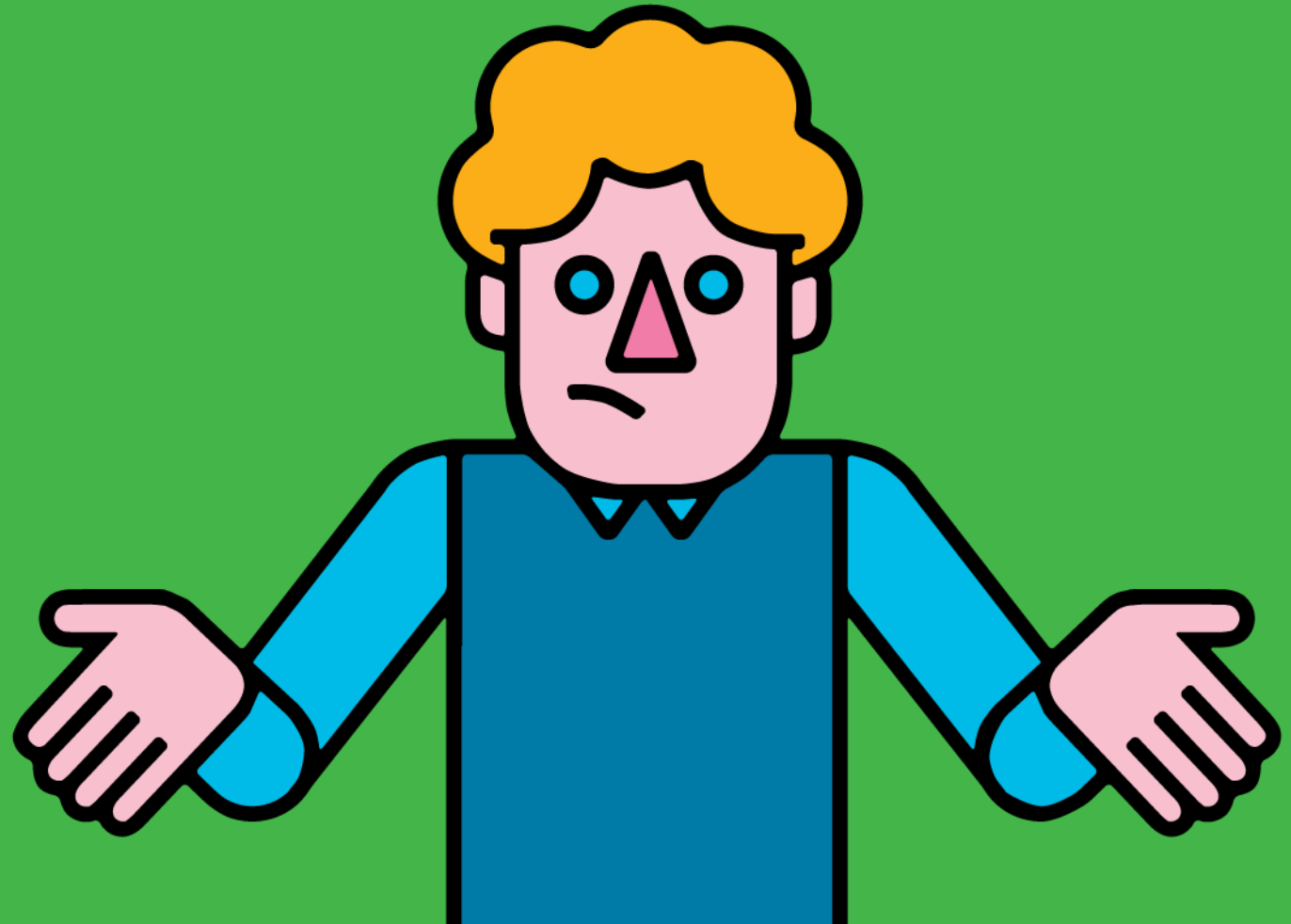


Improve Everything:
People, teams, and organizations need to improve continuously to defer failure for as long as possible.

**Management 3.0 =
Managing the system, not the people.**



Management 4.0 = ?

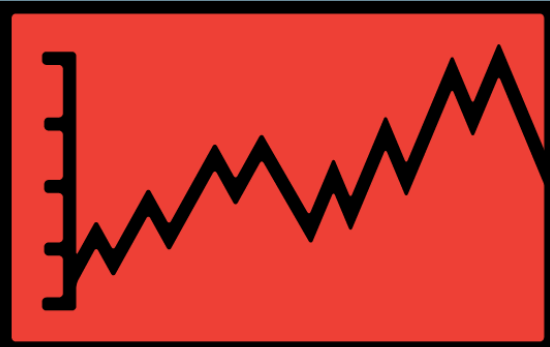
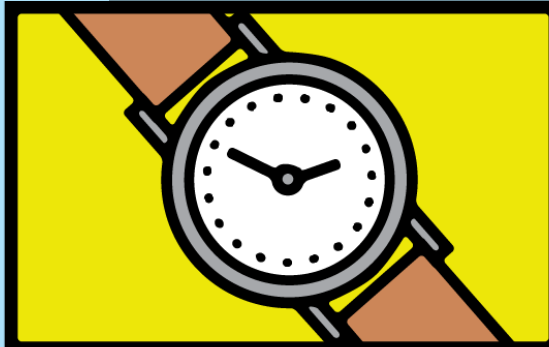


ORDERED

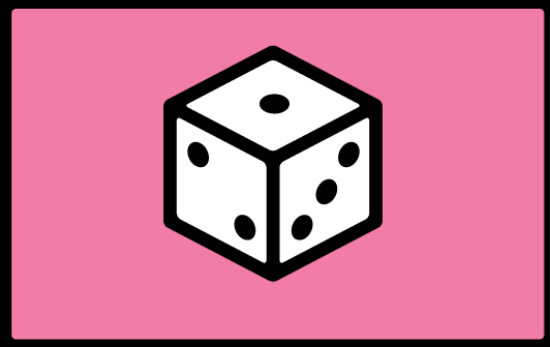
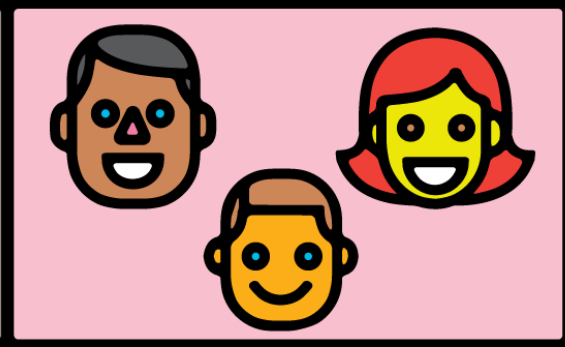
COMPLEX

CHAOTIC

STRUCTURE
(difficulty to understand)

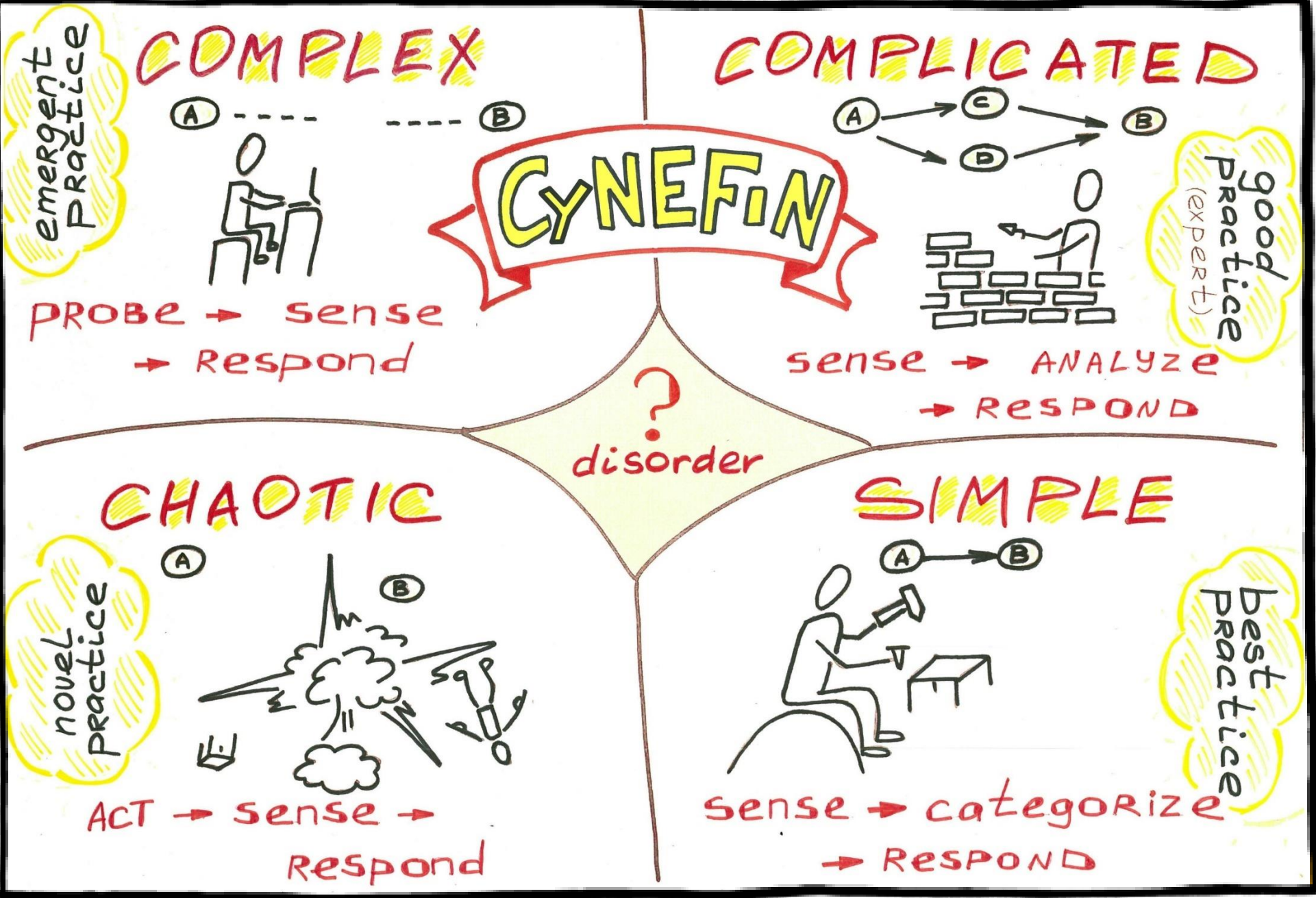


COMPLICATED



SIMPLE

BEHAVIOR
(inability to predict)



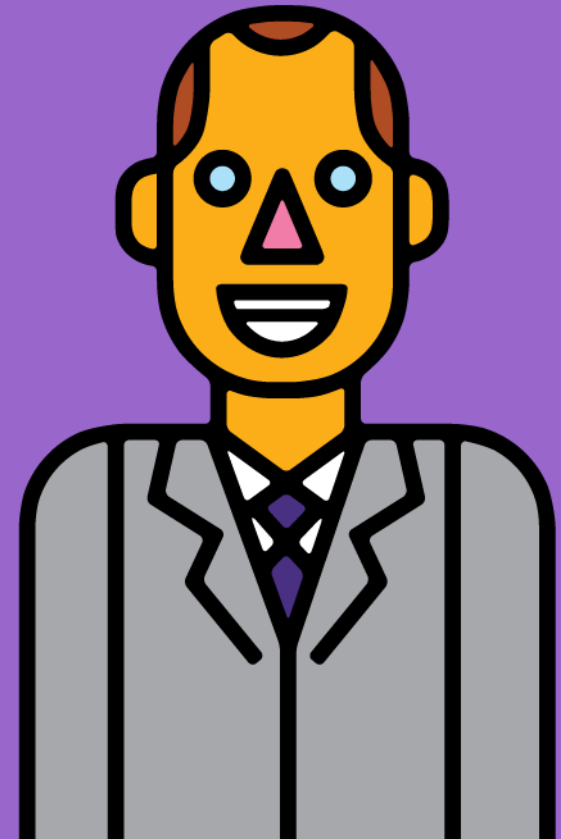
Reductionism defined

re·duc·tion·ism *noun* \ri-'dæk-shə-,ni-zəm\
re·duc·tion·ism

a procedure or theory that reduces
complex data and phenomena to simple
terms

<http://www.merriam-webster.com/dictionary/reductionism>

Managers and scientists are addicted to systems and certainty.



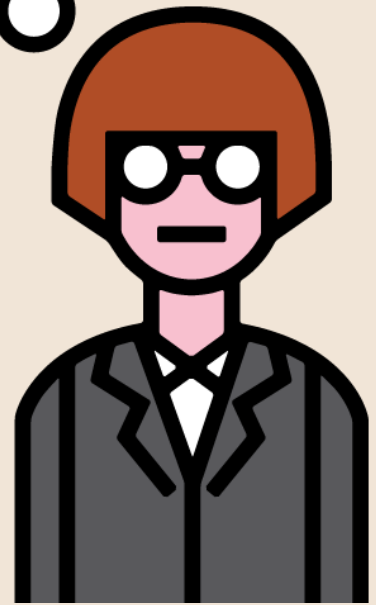
*A typical
analyst/reductionist
mistake:*

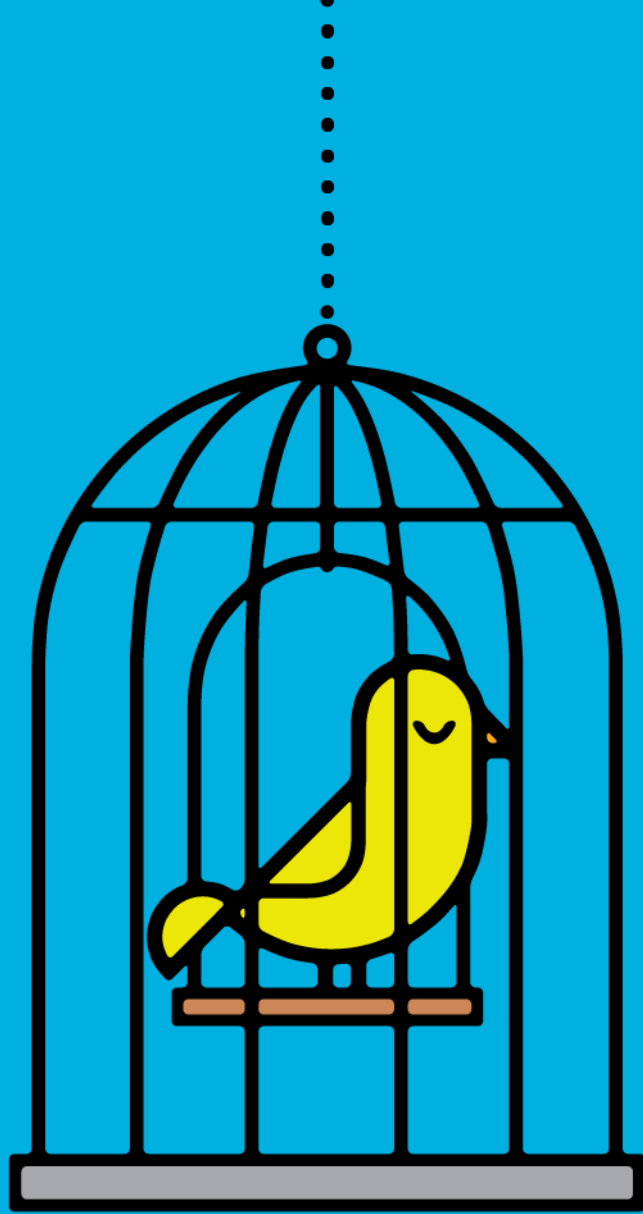
**Thinking about
numbers and not
about people.**

**Ranking people at
the end of the year**

$$2136^{1/3} = \{3 + [q^2 + (r - p^2)^3]^{1/2}\}^{1/3} + \{q - [q^2 + (r - p^2)^3]^{1/2}\}^{1/3}$$
$$p = -b/(3a), \quad 346q = p^3 + (bc - 3ad)/(645a^2), \quad r = c/(3a)$$

4598





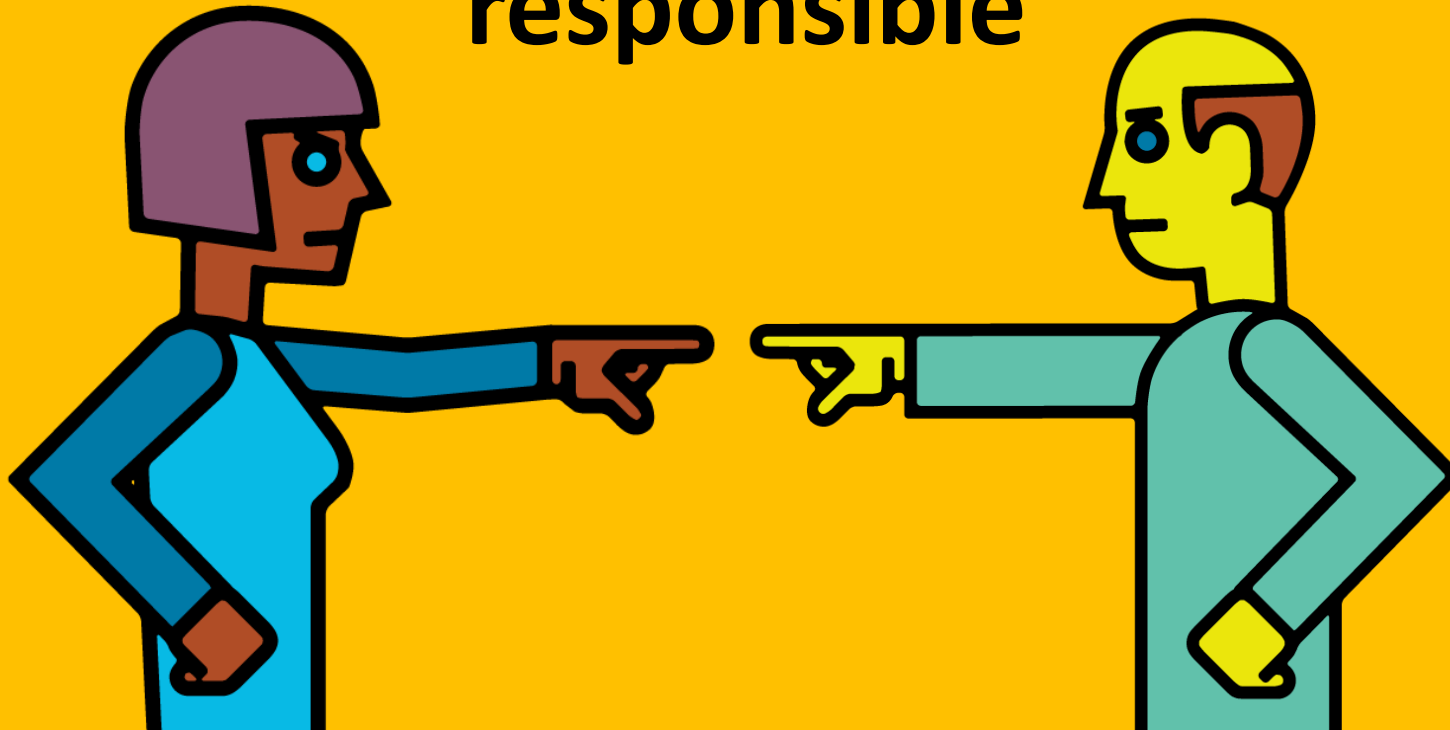
*A typical
analyst/reductionist
mistake:*

**Trying to control the
future rather than
discovering it.**

Setting yearly MBO's

A typical analyst/reductionist mistake:
**Pointing at things or people as the
cause of problems.**

**Always assuming one team member is
responsible**

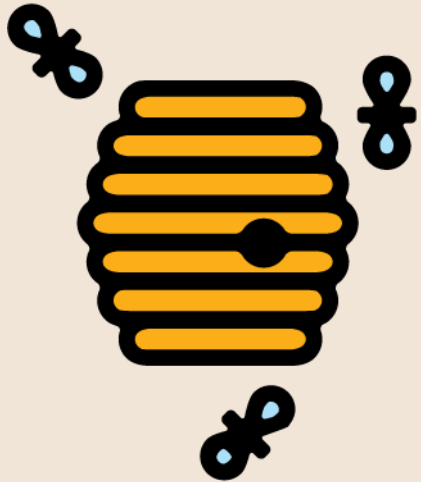


An organization is a **complex adaptive system (CAS)**, because it consists of parts (people) that form a system (organization), which shows complex behavior while it keeps adapting to a changing environment.



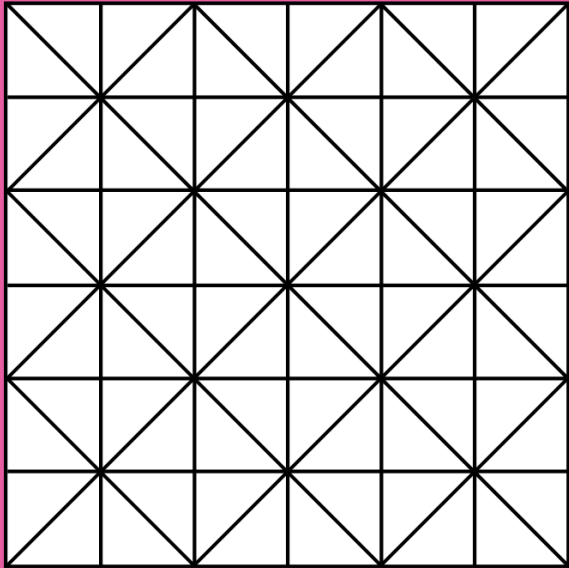


Brains, bacteria, immune systems, the Internet, countries, gardens, cities, beehives...



They are all complex adaptive systems.

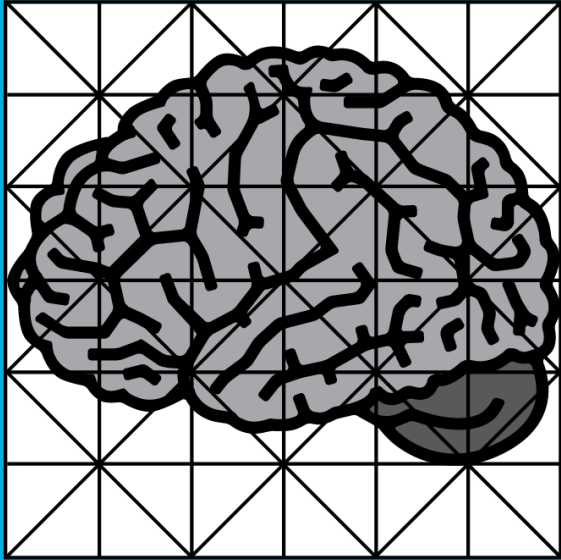




There are no laws for dealing with change, uncertainty and complexity.

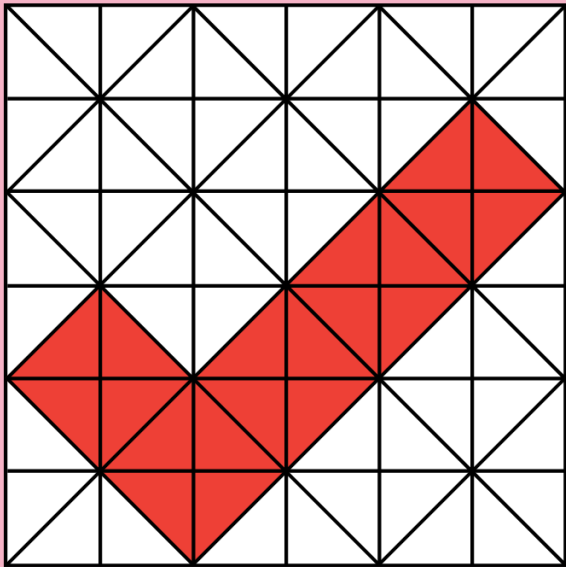
The best we can do is follow these 8 guidelines.

Our Complexity Thinking Guidelines



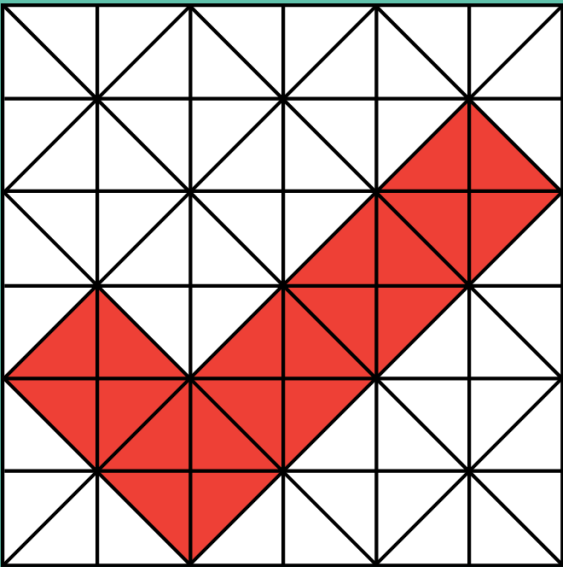
1. Address complexity with complexity
2. Use a diversity of perspectives
3. Assume subjectivity and coevolution
4. Steal and tweak
5. Expect dependence on context
6. Anticipate, explore, adapt
7. Shorten the feedback cycle
8. Keep your options open

② Use a diversity of perspectives



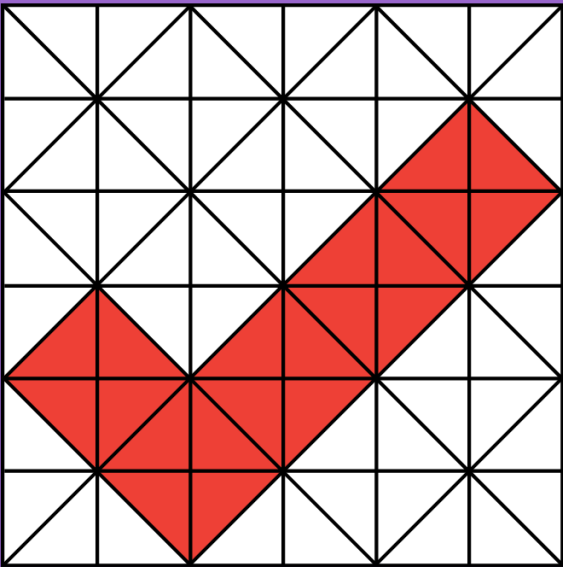
Combining multiple incorrect views often results in a much better observation.

④ Steal and tweak



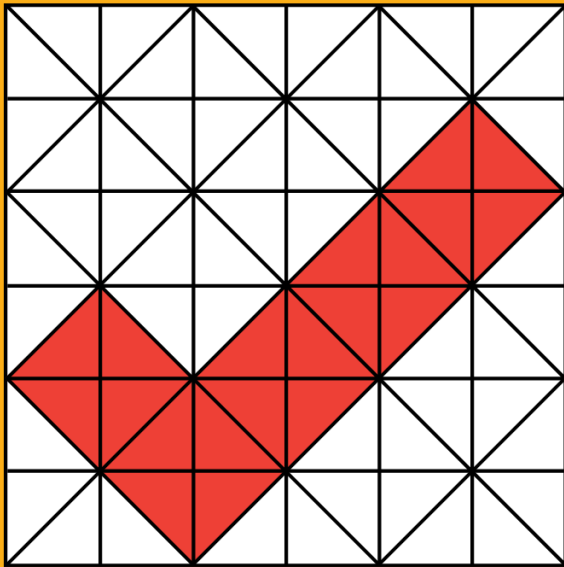
We usually think of innovation as inventing new things, but we may be smarter to think of it as recombining old ones.

7 Shorten the feedback cycle



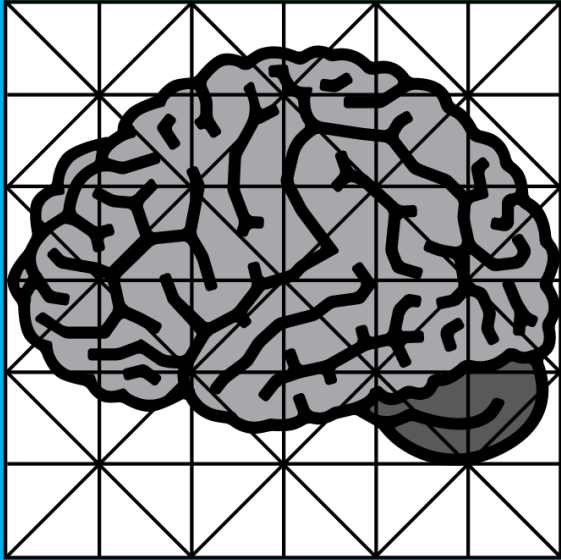
Systems with slower feedback cycles have higher extinction rates in changing environments. Iterate faster.

8 Keep your options open



Prepare to be surprised.

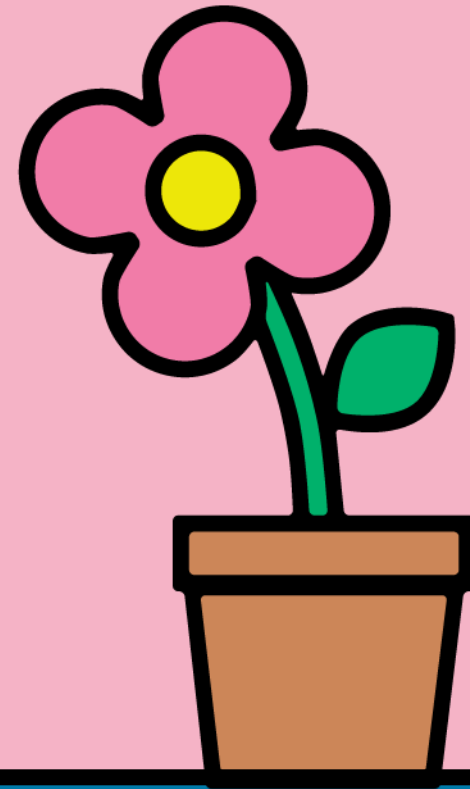
Our Complexity Thinking Guidelines



1. Address complexity with complexity
2. Use a diversity of perspectives
3. Assume subjectivity and coevolution
4. Steal and tweak
5. Expect dependence on context
6. Anticipate, explore, adapt
7. Shorten the feedback cycle
8. Keep your options open

You cannot manage
complex human dynamics
with frameworks.

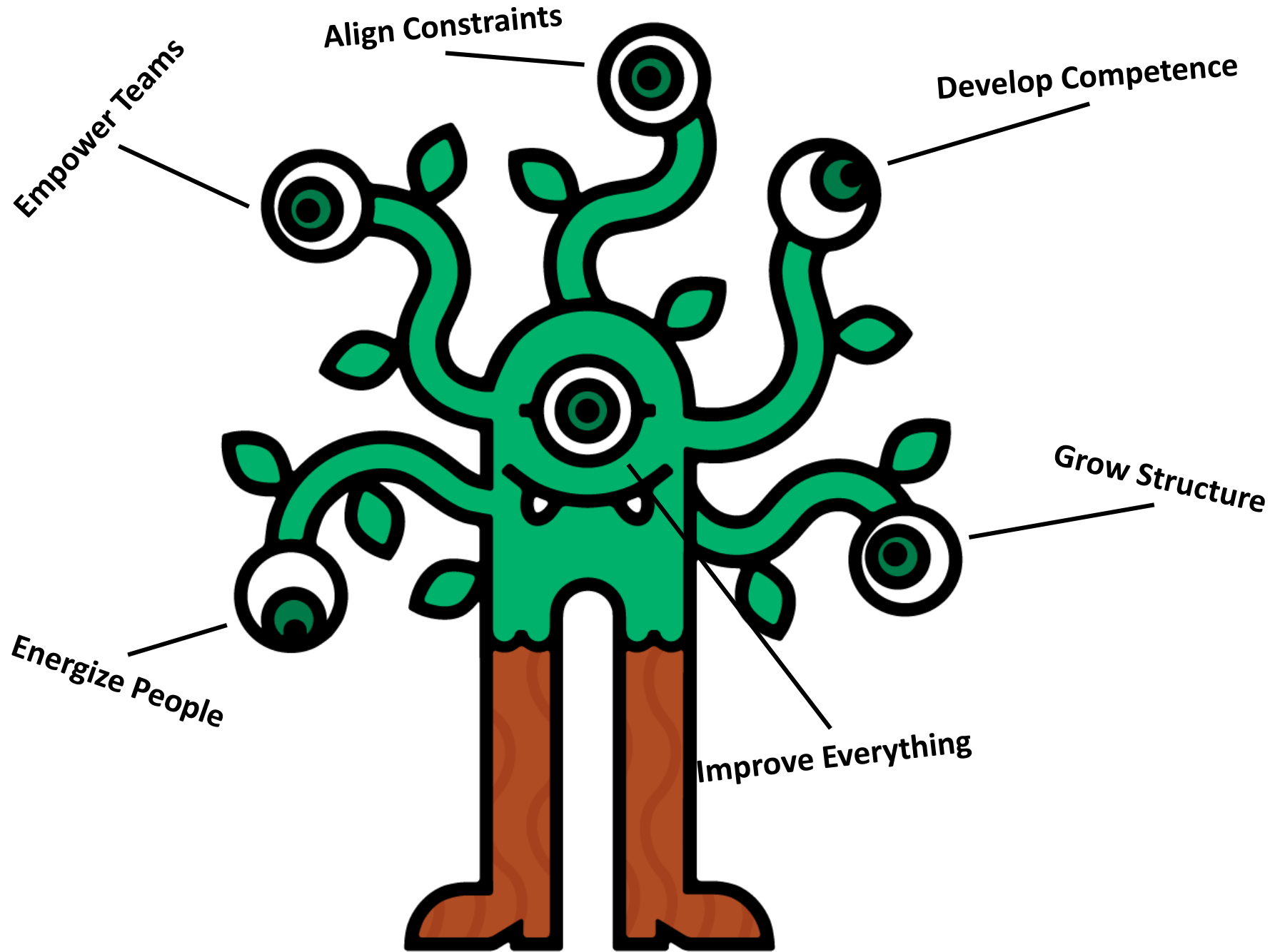
Keep it simple!

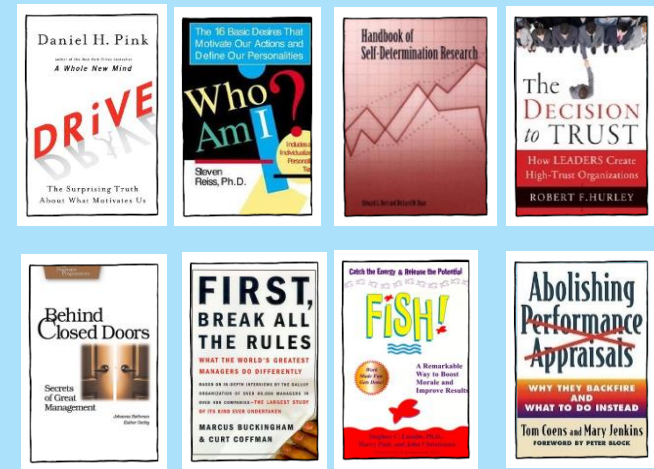
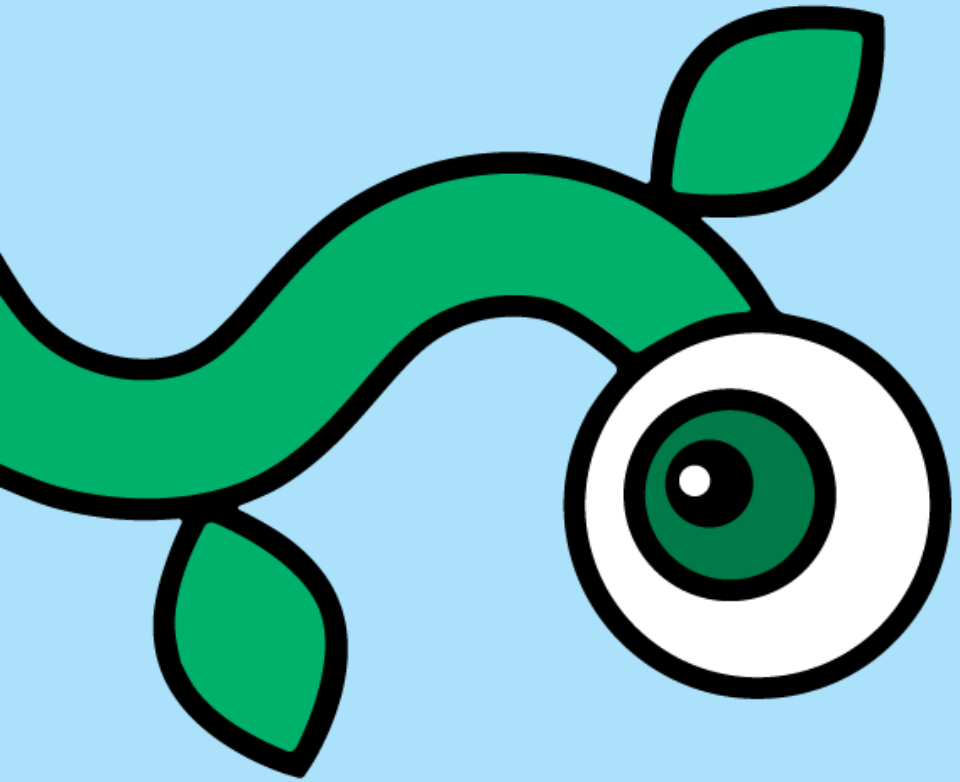


You cannot control a complex system, but you have many options for guiding it.



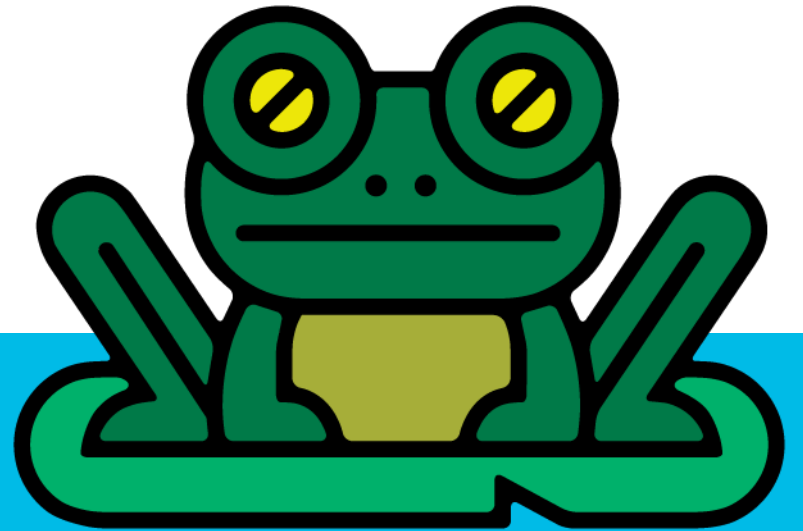
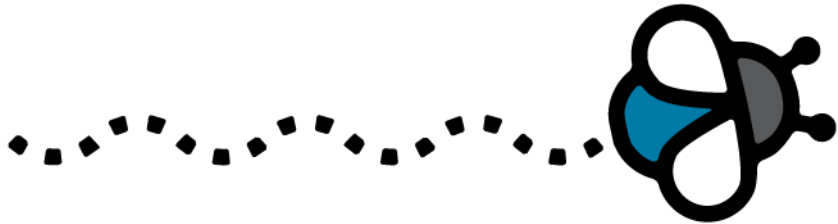
Management 3.0

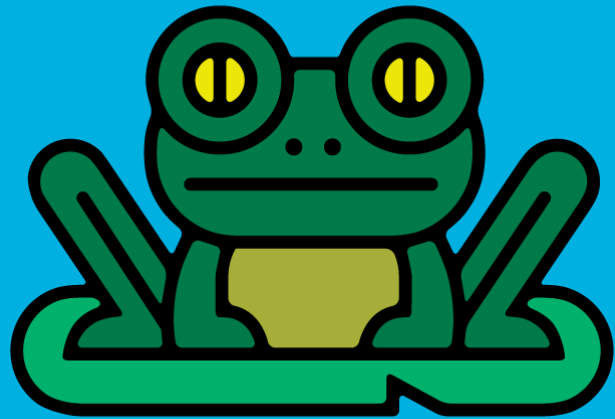




Energize People: People are the most important parts of an organization and managers must do all they can to keep people active, creative, and motivated.

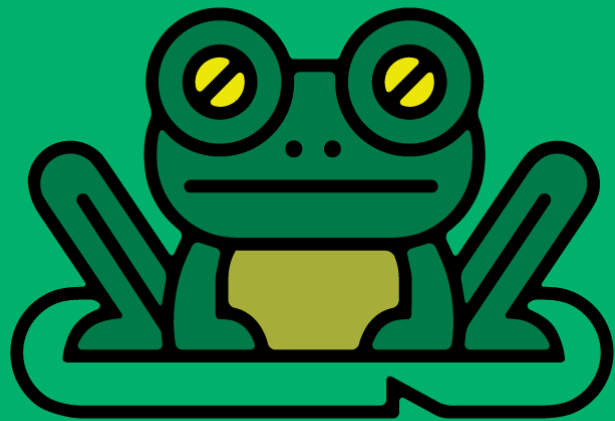
**How do we motivate people?
How can we improve engagement?**





The **CHAMPFROGS** model deals specifically with motivation in the context of work-life.

It consists of ten motivators that are either intrinsic, extrinsic, or a bit of both.

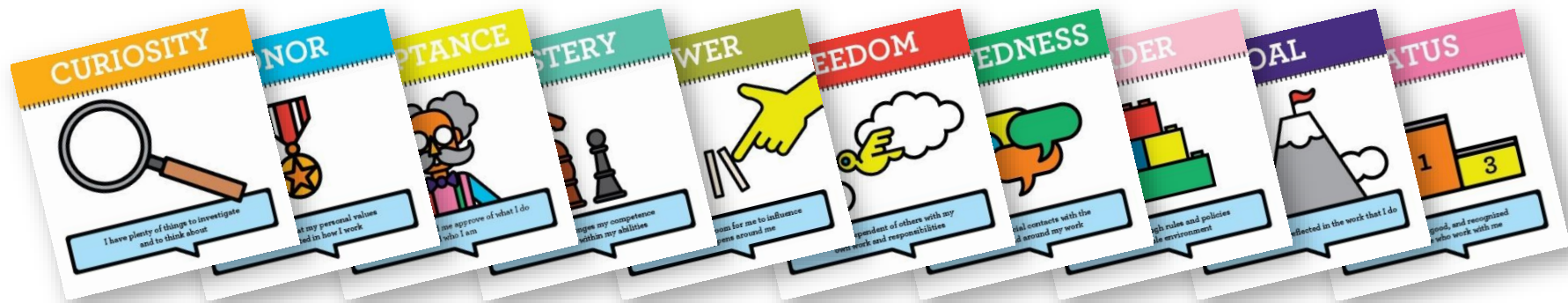


The **CHAMPFROGS** model is influenced by several other models of human motivation.

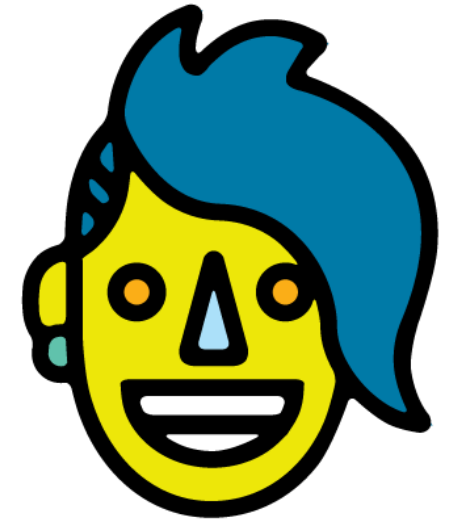
- *Two-Factor Theory, Frederick Herzberg*
- *The Hierarchy of Needs, Abraham Maslow*
- *Theory of Self-Determination, Edward L. Deci and Richard M. Ryan*
- *16 Basic Desires Theory, Steven Reiss*

Play Moving Motivators!

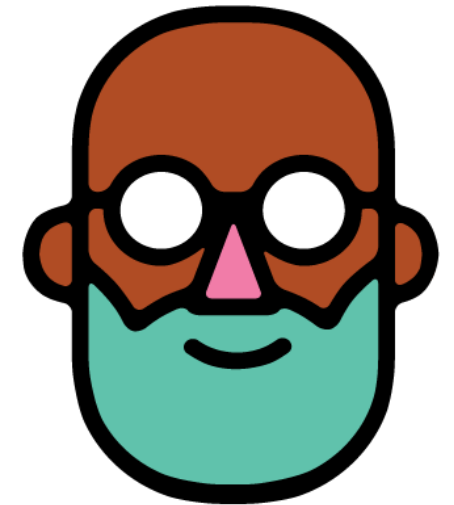
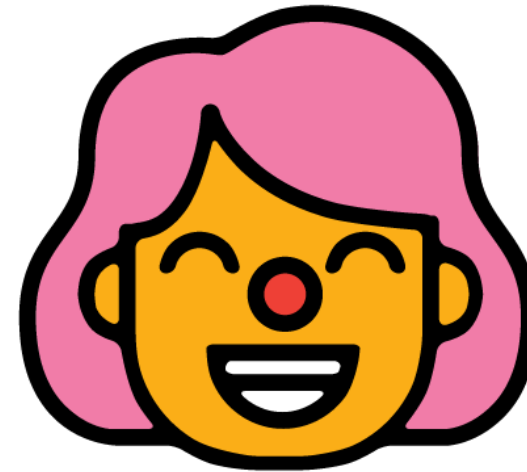
<https://management30.com/product/moving-motivators/>



**How do we get
workers to be more
productive?**



**How can we help
people be happier in
their jobs?**

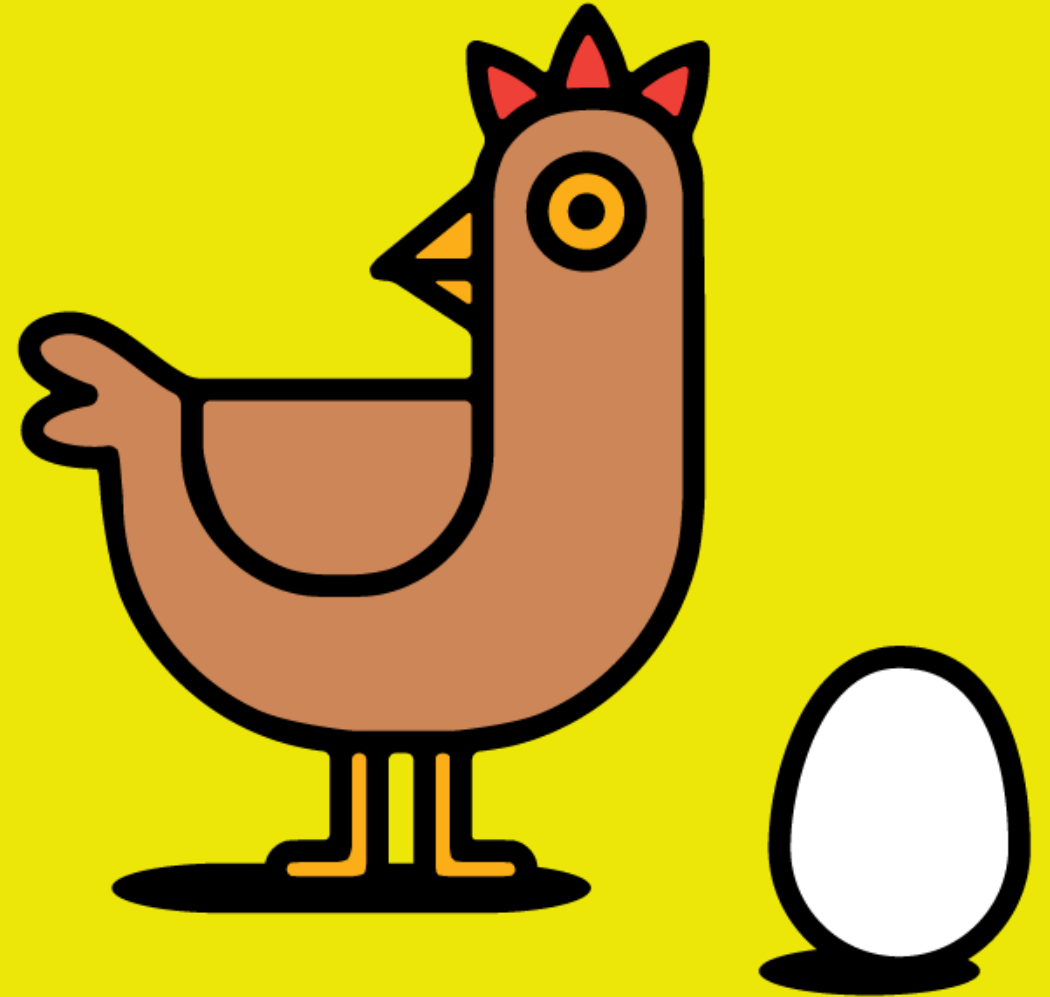


**Engagement probably
correlates with satisfaction
and happiness.**

But how?

Does engagement lead to happiness?

Or does happiness lead to engagement?



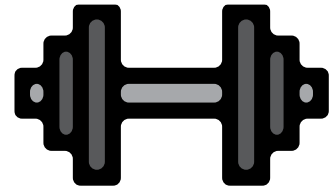
source: Forbes, "The Difference Between Happiness and Engagement at Work" <http://onforb.es/1yiSEvS>

source: DecisionWise, "Job Satisfaction vs. Employee Engagement" <http://bit.ly/1FBcsYP>

12 Steps to Happiness (all backed by science)



Thank



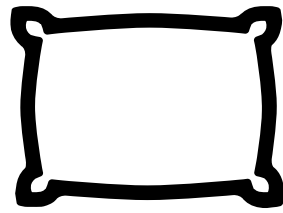
Exercise



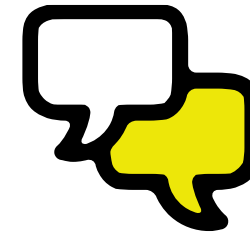
Meditate



Give



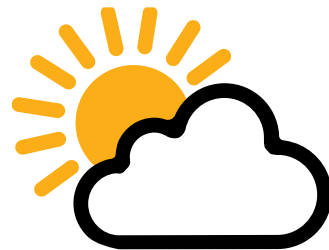
Rest



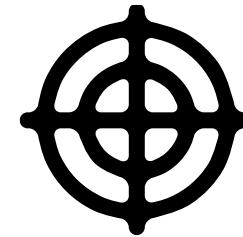
Socialize



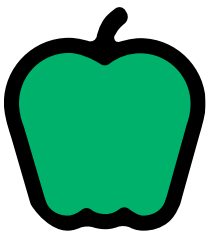
Help



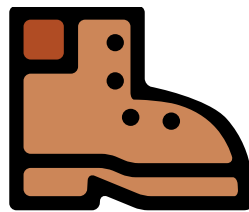
Experience



Aim



Eat Well



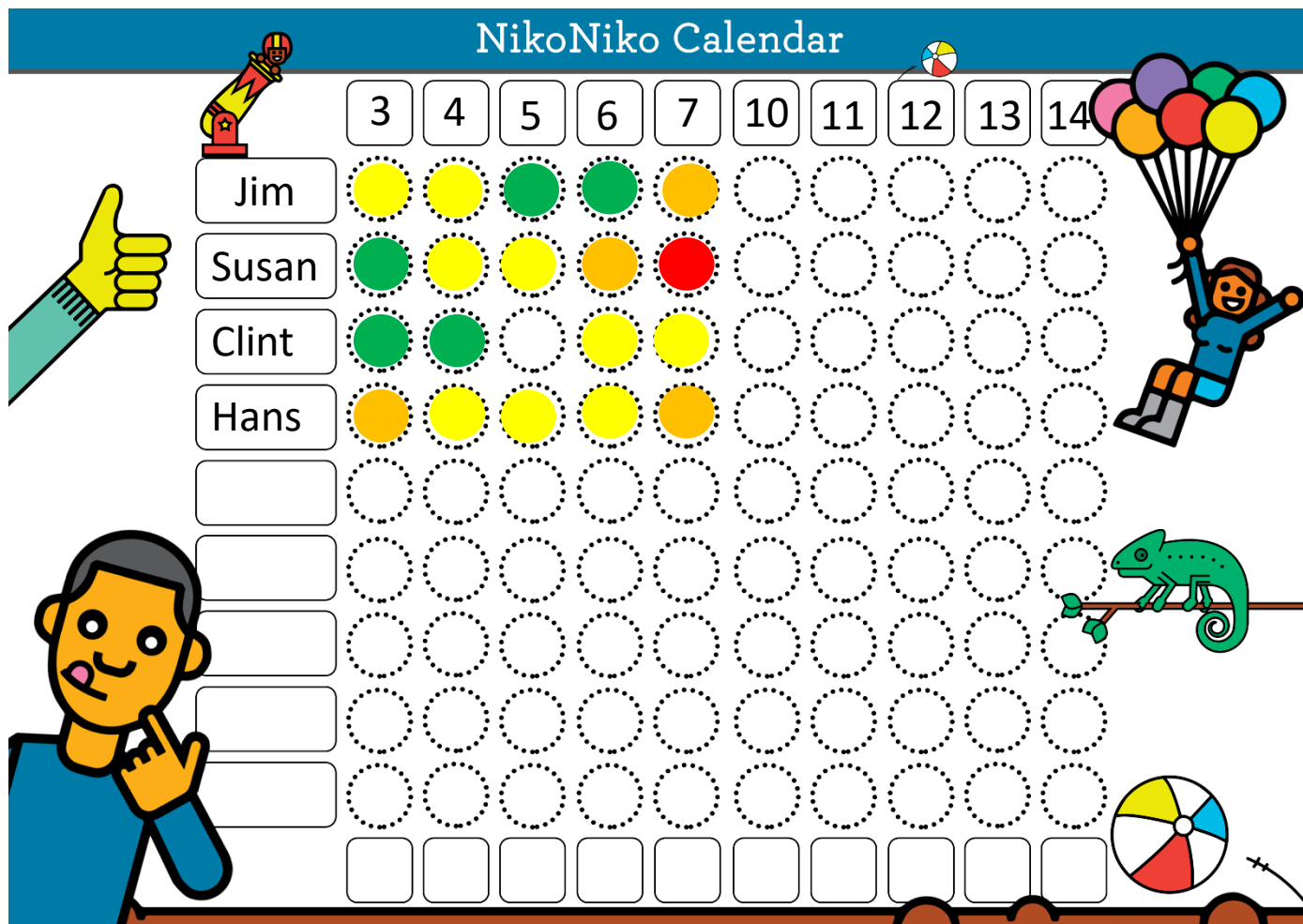
Hike



Smile

NikoNiko Calendar

Nikoniko is Japanese ideophone for smiling





How can we incentivize better performance?

How can we reward people for the work they've done?

Six Guidelines for Rewards

① Don't promise rewards in advance



② Keep anticipated rewards small



③ Reward continuously, not just once



④ Reward publicly, not privately



⑤ Reward behaviors, not only outcomes

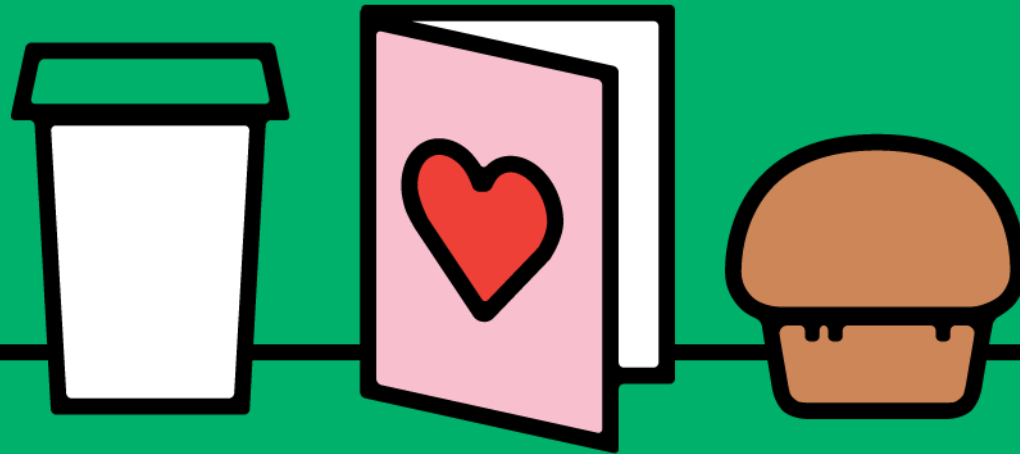


⑥ Reward peers, not just subordinates



③ Reward continuously, not just once

Every day can be a day to celebrate something.
Every day is an opportunity for a reward.



⑥ Reward peers, not just subordinates

Peers often know better than managers which of their colleagues deserve a compliment.



KUDOS

WOW THANKS!

Jim Faith

For sharing the knowledge and the determination to ensure each student!

Thank!



THANK YOU!

Bogdan
Ducă

His eyes obtain background
wants the skill in helping
we manage the same
profiler
in my
report
entire.



VERY HAPPY!

Excellent
feeling of
Smo (for
the scope)



GRAT JOB!

SIMION
PREDA

Increasing our knowledge
from fall 2008



WELL DONE!

ROYANA
POPA

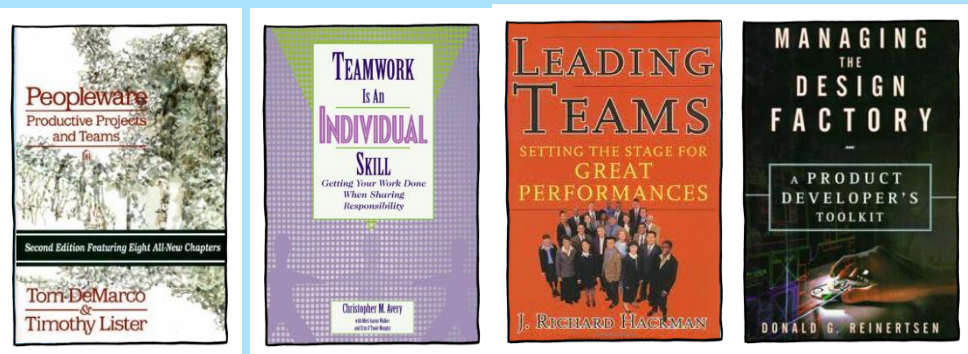
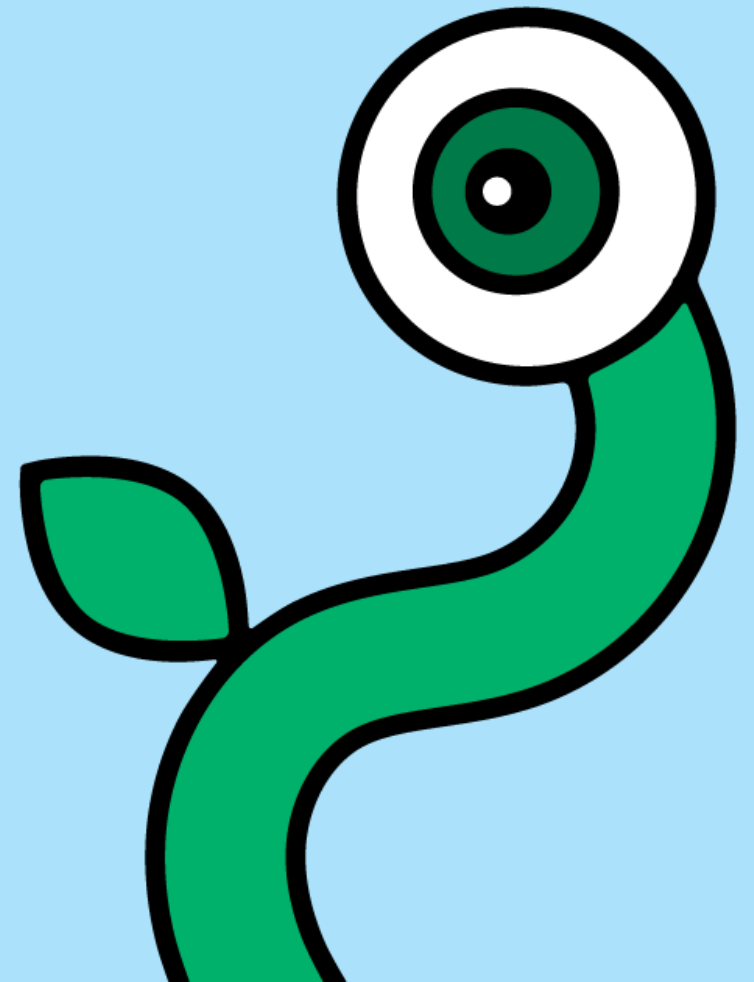
Complex outside
support quality
available



TOTALLY AWESOME!

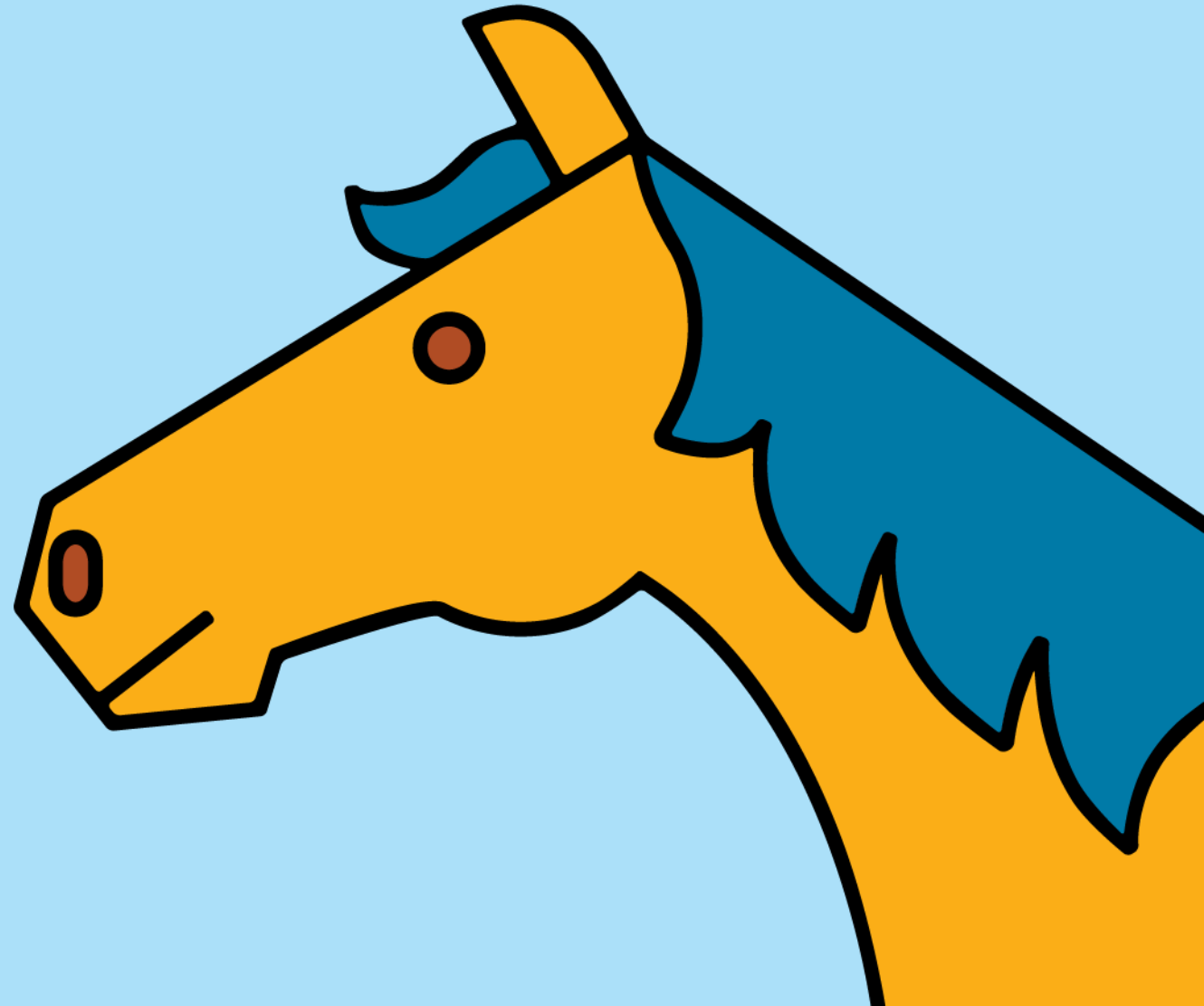


Empower Teams: Teams can self-organize, and this requires empowerment, authorization, and trust from management.

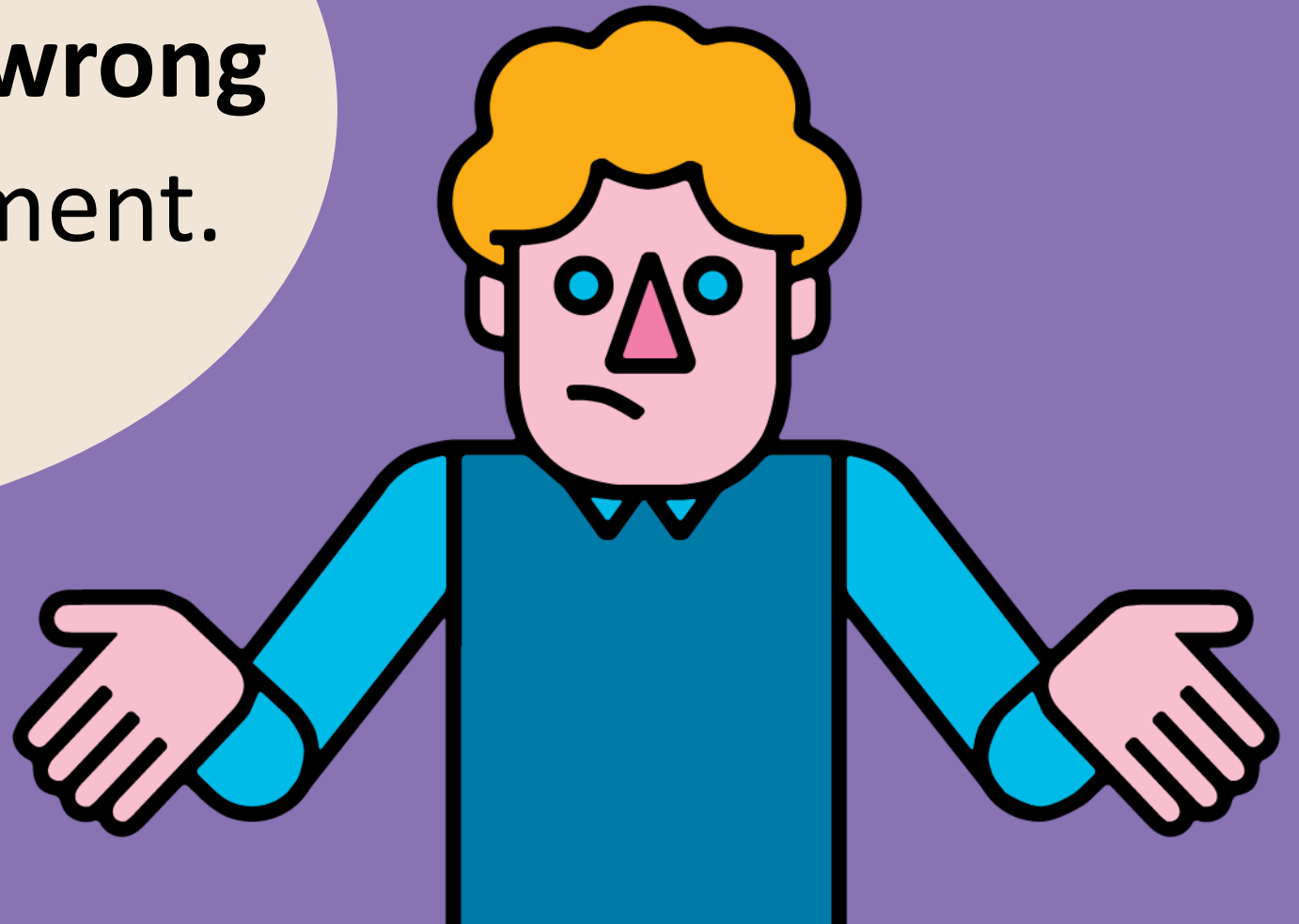


**How can we get people
to self-organize?**

**How do we delegate
responsibilities?**



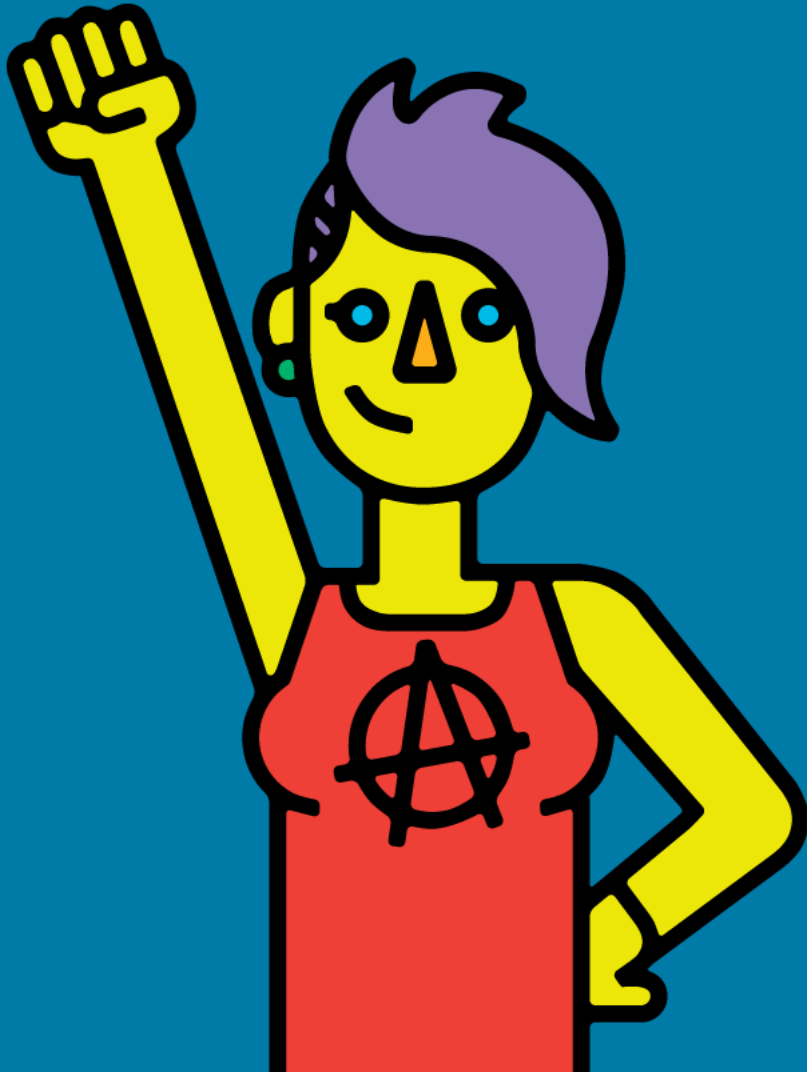
Many people are **wrong**
about empowerment.



The Dictators

“Workers should be empowered by managers so that they take on more responsibilities, feel more committed, and be more engaged. The managers decide who is empowered, and who is not.”





The Anarchists

“Workers are already empowered by default. Nobody is needed to grant them powers. There are no managers, only leaders. And they inspire workers to exercise the powers they already have.”

Empowerment defined

empower /əm'pou(ə)r/

1. (authority)

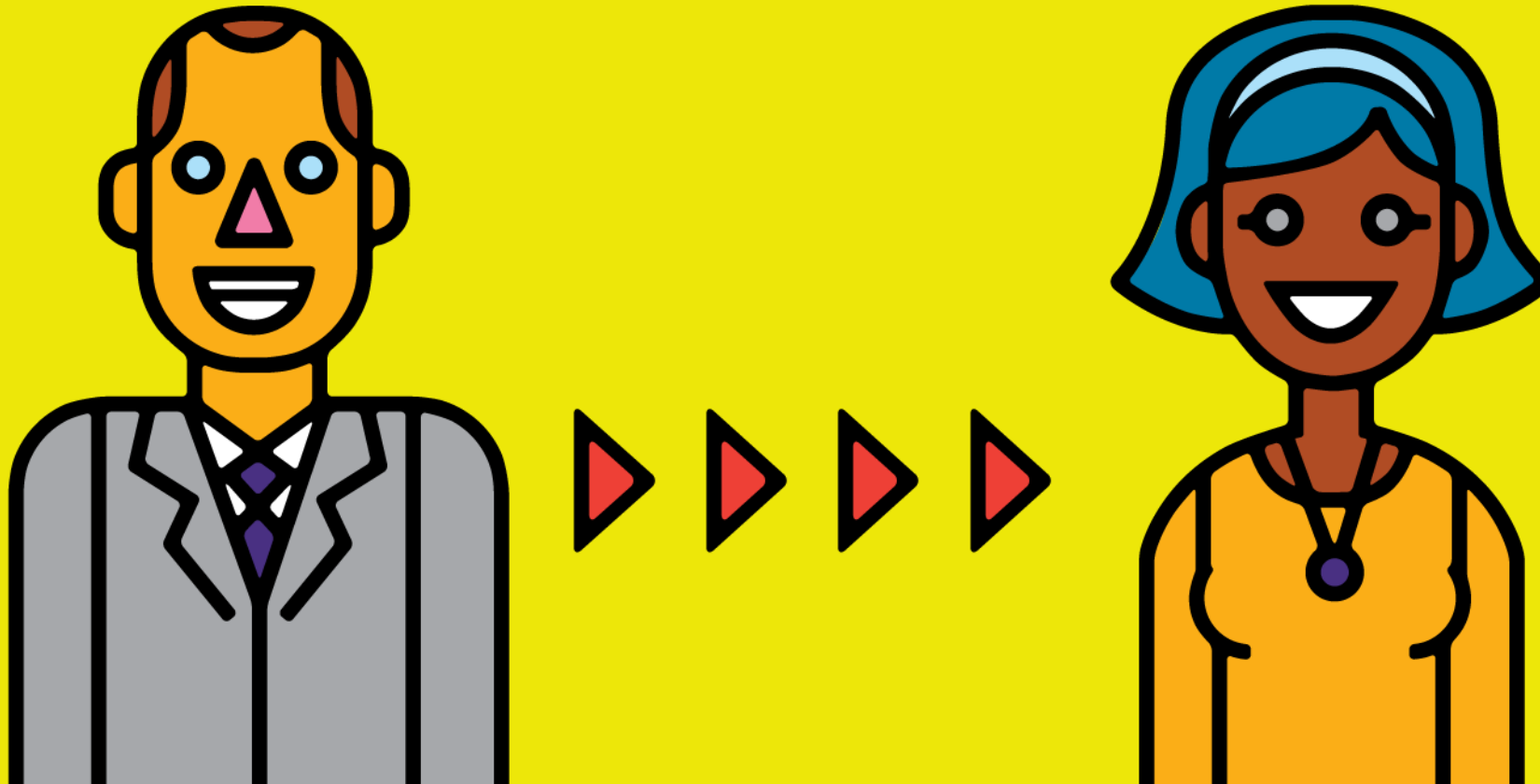
to give official authority or legal power to (by legal or official means) / to invest with power

↓
TRUTH
↑

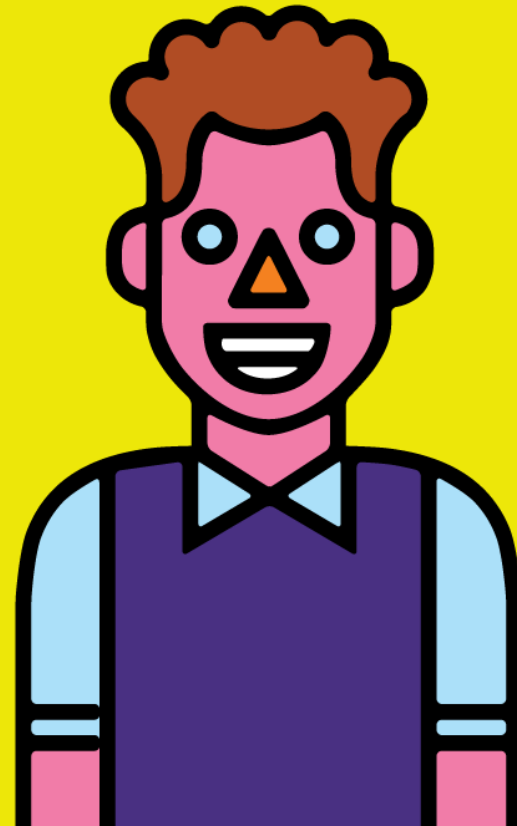
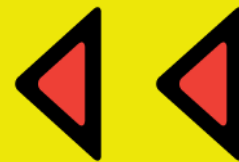
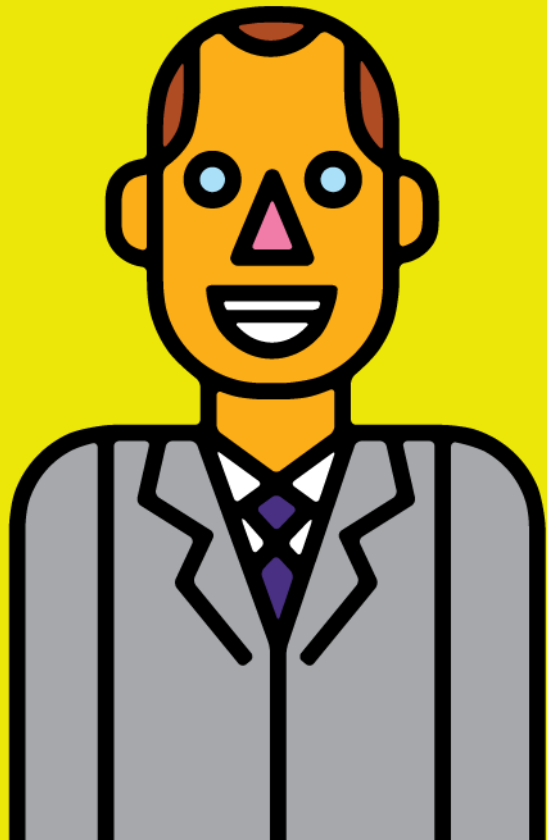
2. (ability)

to promote the self-actualization or influence of /
to supply with an ability

“I *authorized* (empowered) a team member to take control of our company’s bank account.”



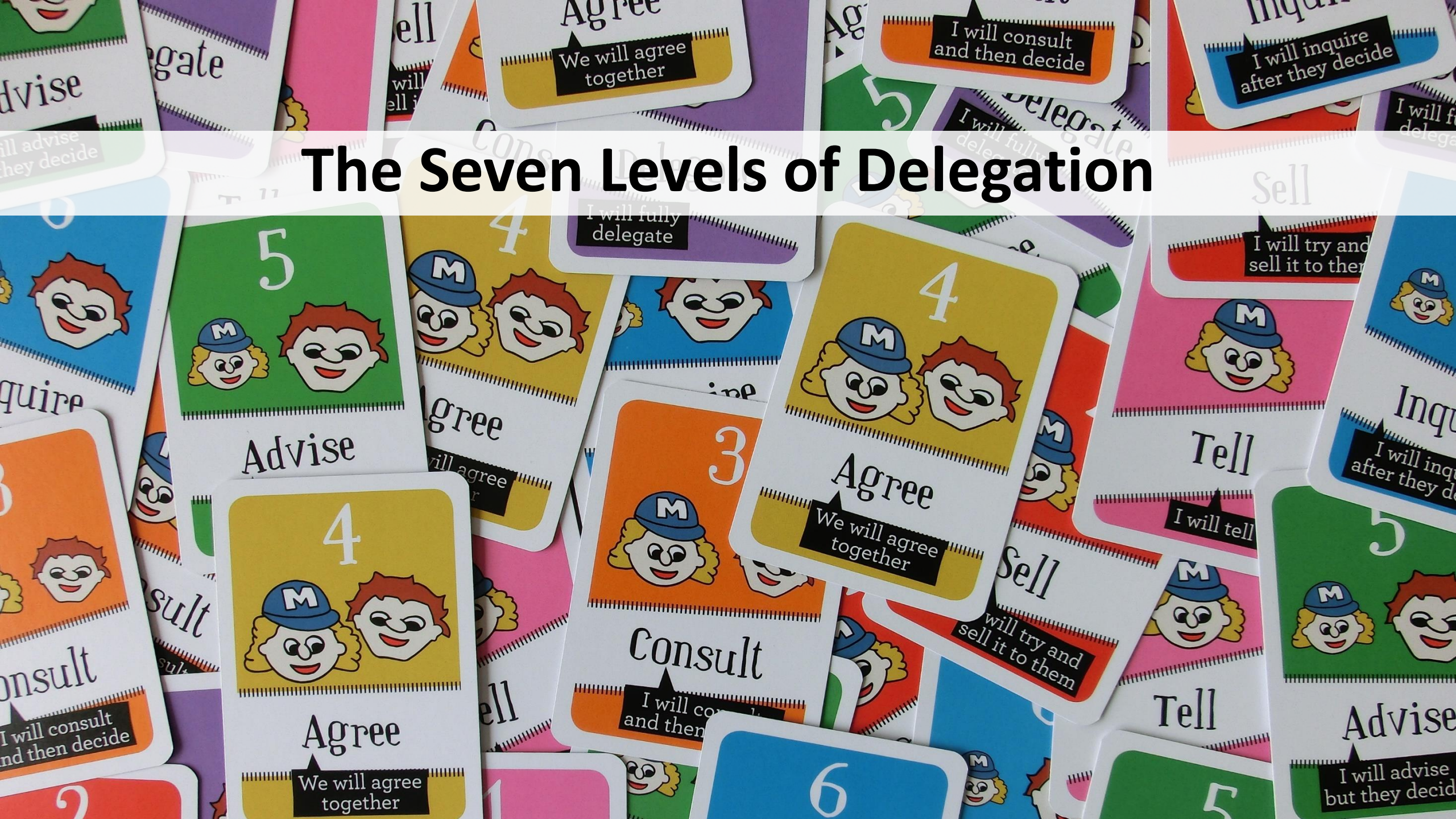
“I help my team members with their *ability* (empowerment) to manage our social media marketing.”



Dictators know and understand only the first meaning of the word empowerment (authority), while **anarchists** favor only the second meaning (ability). In most organizations, we need both.

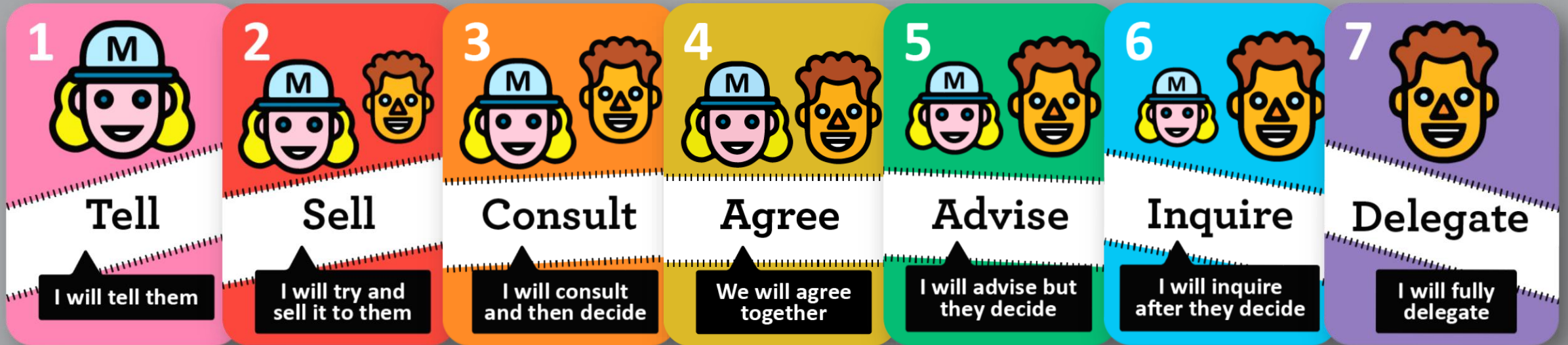


The Seven Levels of Delegation









The 7 Levels of Delegation is a symmetrical model.

It works in both directions.

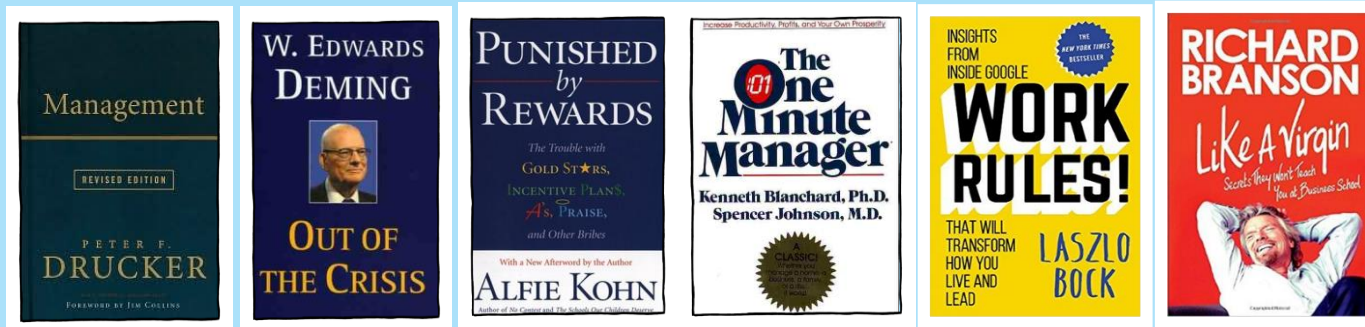
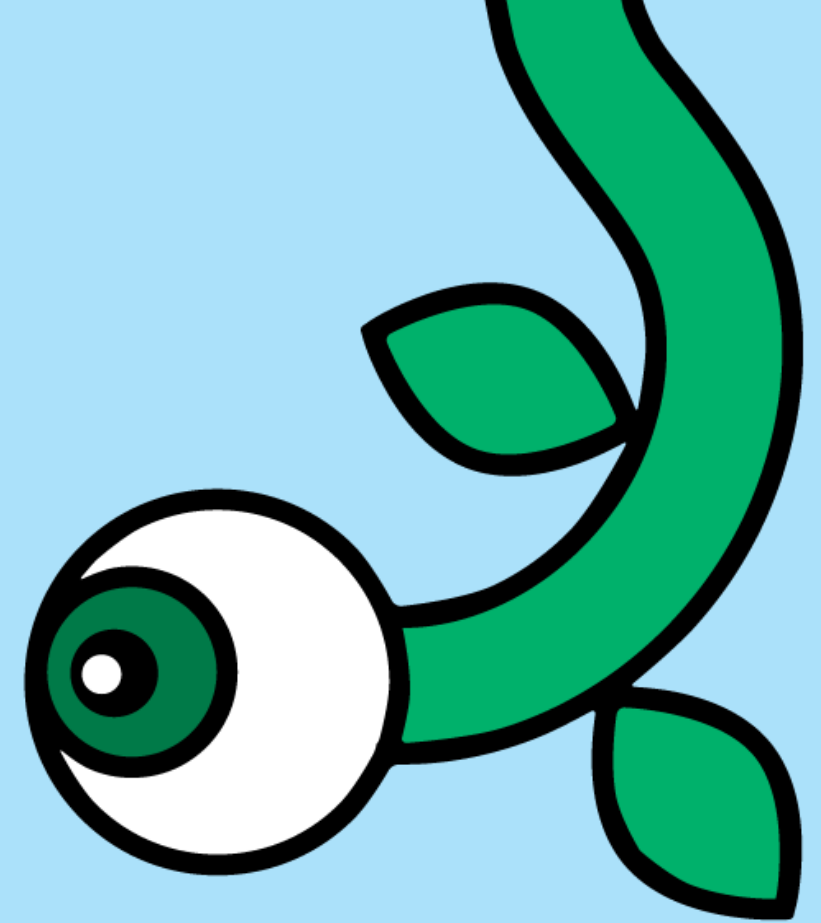


A delegation board enables management to clarify delegation and foster empowerment for both management and workers.

	1	2	3	4	5	6	7
Vacation Days							
Office Hours							
Tool Selection							
Team Membership							
Goal Setting							
Team Bonuses							

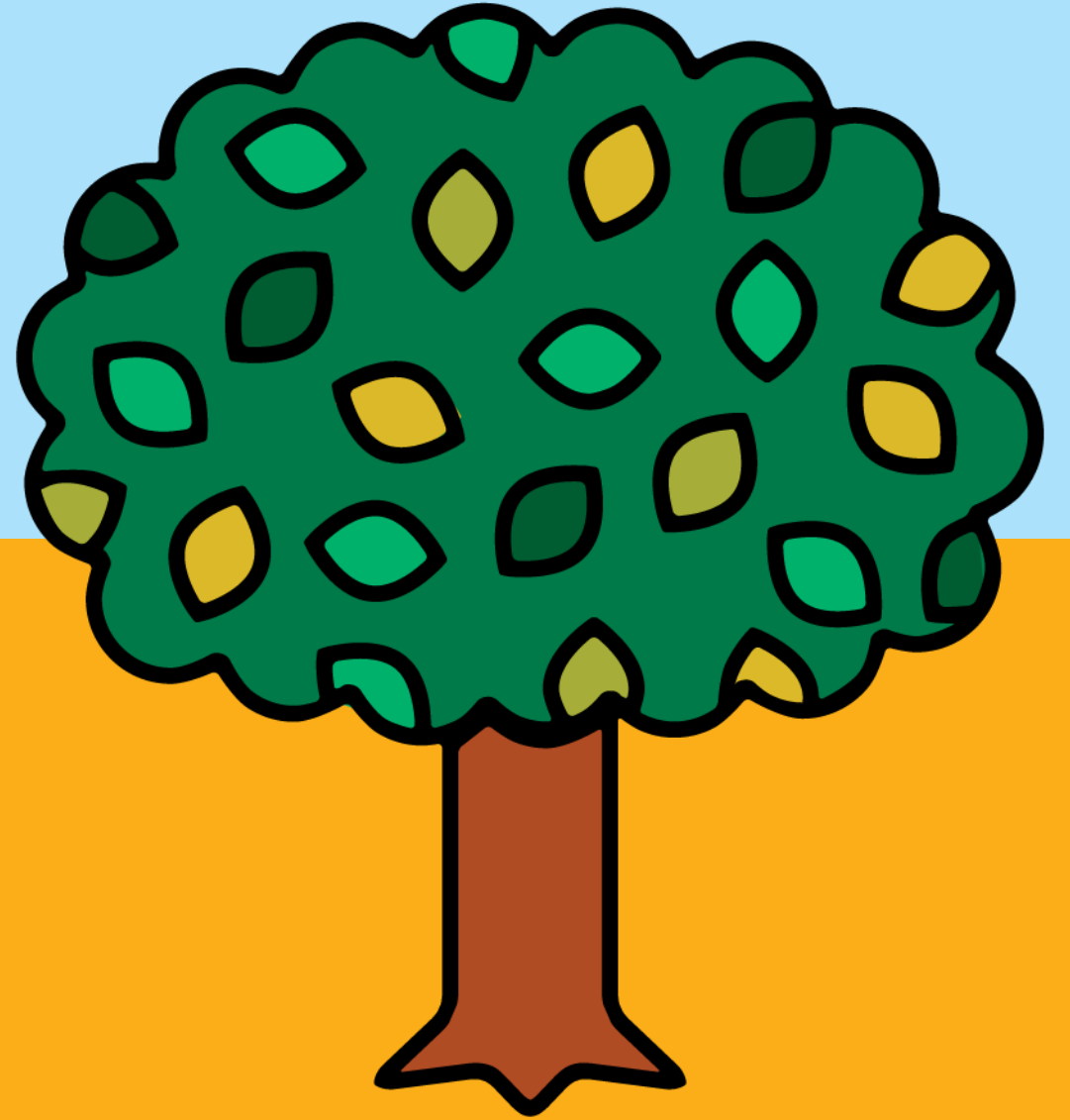
Align Constraints:

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.



How do we grow a great organizational culture?

How do we create a work environment people will be proud of?





Culture eats
~~strategy~~ *everything*
for breakfast.

Clarity of values can make a significant contribution toward good behaviors and a better culture.



The primary function of leadership is to nurture culture through values.





Use storytelling

In some organizations, employees communicate *enacted* values and culture with stories.

The Big Value List... pick your favorites!

Acceptance	Benevolence	Confidence	Discipline	Excitement	Friendliness
Accessibility	Boldness	Conformity	Discovery	Experience	Friendship
Accomplishment	Bravery	Consistency	Discretion	Expertise	Fun
Accountability	Brilliance	Contentment	Diversity	Exploration	Generosity
Accuracy	Calmness	Cooperation	Drive	Expressiveness	Gratitude
Achievement	Camaraderie	Courage	Duty	Extroversion	Growth
Activeness	Candor	Courtesy	Dynamism	Exuberance	Happiness
Adaptability	Capability	Craftiness	Eagerness	Fairness	Harmony
Adventure	Carefulness	Creativity	Education	Faith	Health
Aesthetics	Caution	Credibility	Effectiveness	Faithfulness	Helpfulness
Agility	Change	Cunning	Efficiency	Family	Heroism
Alertness	Charity	Curiosity	Elegance	Fearlessness	Honesty
Ambition	Cheerfulness	Daring	Empathy	Ferocity	Honor
Appreciation	Clarity	Decisiveness	Encouragement	Fidelity	Hopefulness
Approachability	Cleanliness	Dedication	Endurance	Fierceness	Hospitality
Assertiveness	Cleverness	Dependability	Energy	Fitness	Humility
Attentiveness	Collaboration	Determination	Enjoyment	Flexibility	Humor
Availability	Commitment	Devotion	Entertainment	Fluency	Imagination
Awareness	Compassion	Dignity	Enthusiasm	Focus	Impartiality
Balance	Competence	Diligence	Equality	Frankness	Independence
Beauty	Concentration	Directness	Excellence	Freedom	Ingenuity



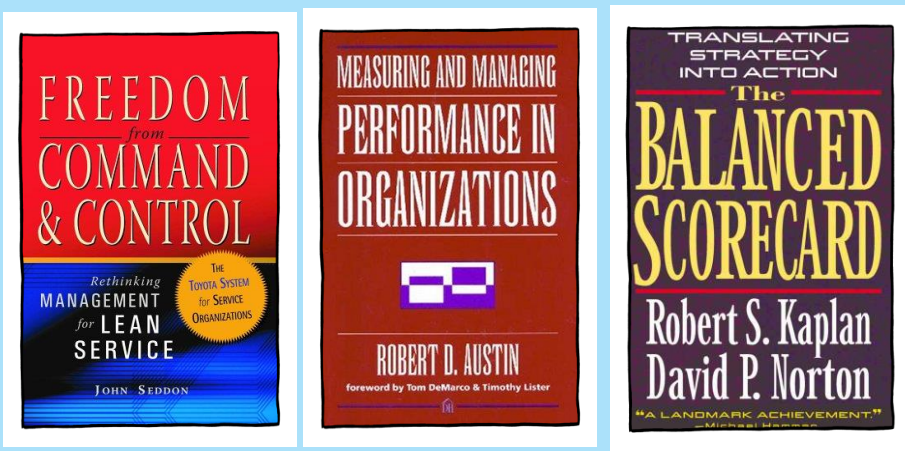
Values



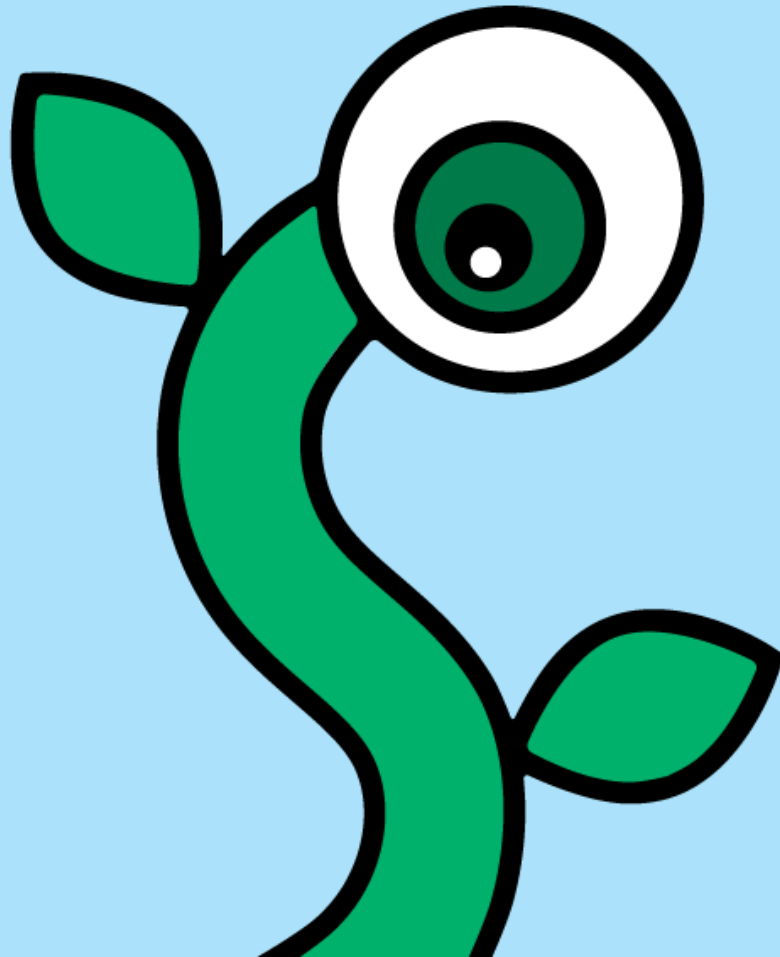
Handbooks / Culture Books

In some companies, employees document *espoused* values and culture with a book or video.

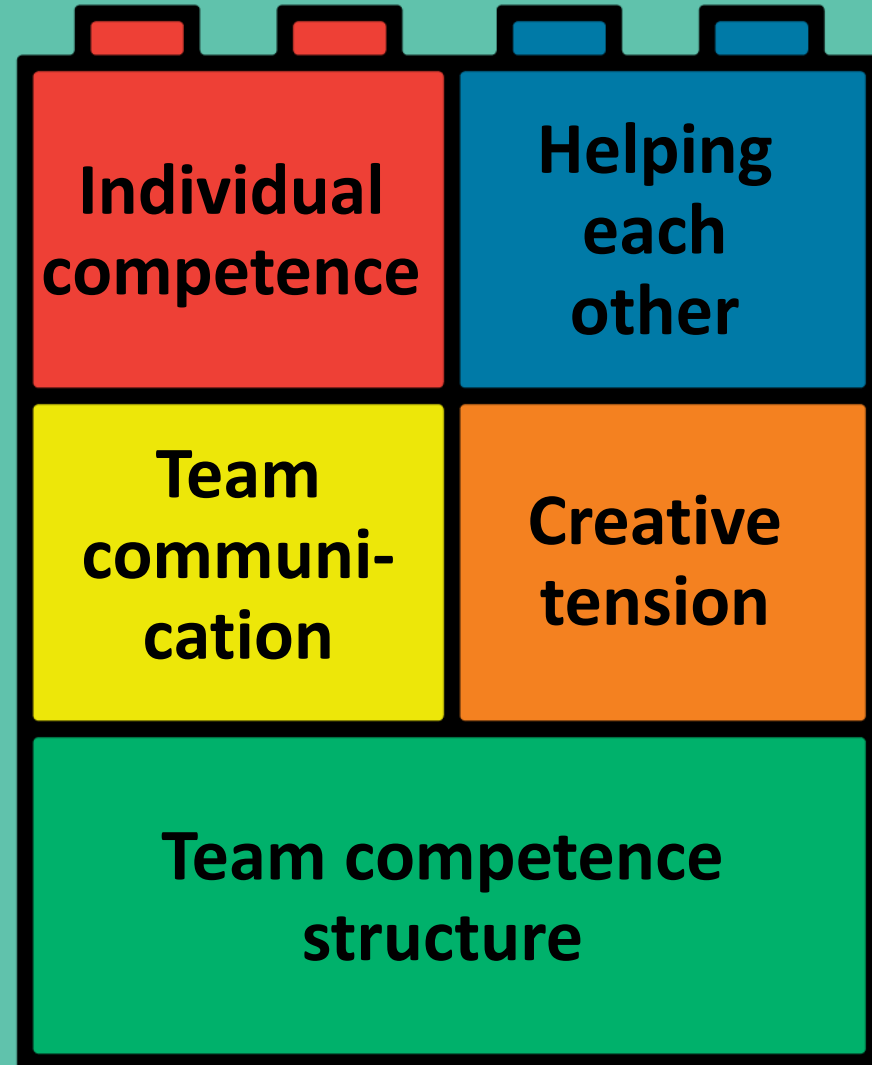




Develop Competence:
Teams cannot achieve their goals if team members aren't capable enough, and managers must therefore contribute to the development of competence.



**What makes
teams competent?**



Example: Internet Cafe

		Hugo	Emma	Carl	Mary	Judy
It systems	3					
	1					
Accounting	1					
	1					
Barista	3					
	1					
Hardware	0					
	3					
Cooking	1					
	1					

Individual competence development



1. Lead by example



2. Encourage and enable self-study



3. Training and certification



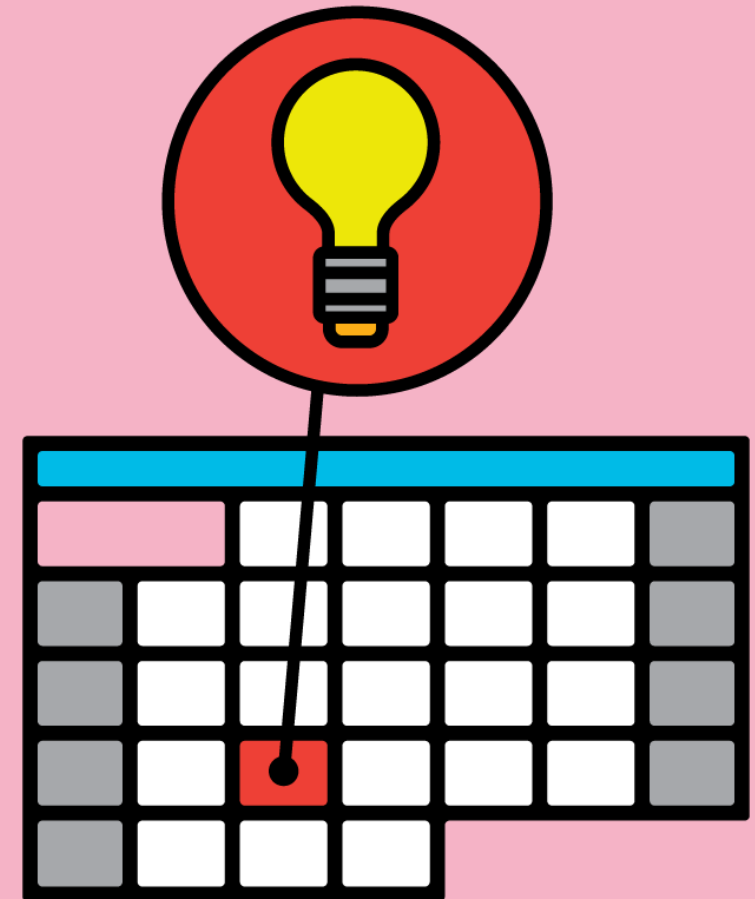
4. Coaching



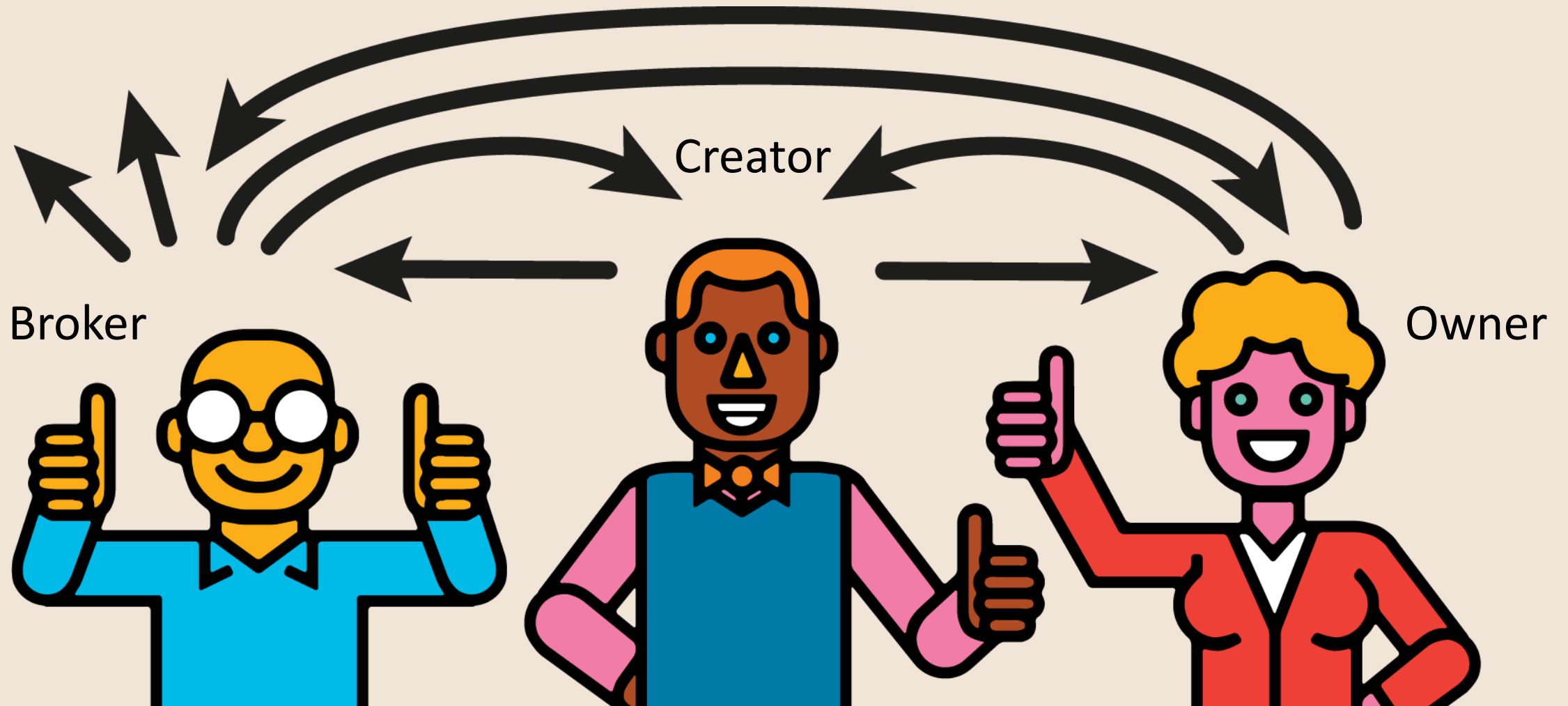
5. Learning from failure / experiments

Exploration days

- Everyone spends one day of *learning*
- Try to *deliver* something within 24 hrs
- Demo the results to *colleagues*

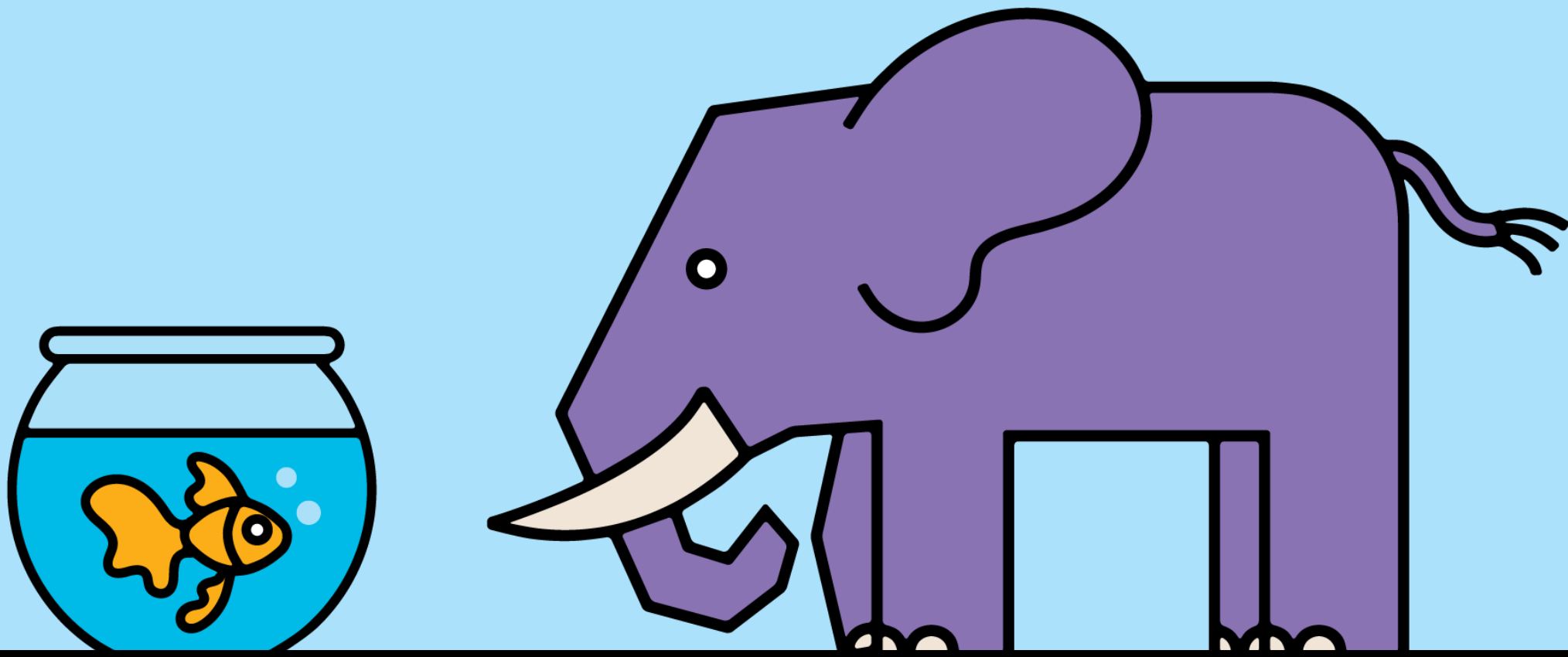


What roles make up a creative team?



– Dr. Peter Kruse, Professor for Organizational Psychology, University of Bremen, Germany

How not to have useless meetings?
How to design *memorable* meetings?



9 tips for running *memorable* meetings



Stop inviting,
sell your meeting



Encourage
the clash of ideas



Kitchens are better
than conference rooms



Make decisions quickly,
even if they are imperfect



Break the ice



Promote transparency



Energize your
meetings with games



Seek to improve



Make meetings visual

Stop inviting, sell your meeting

Making sure that your team does meaningful work when they get together can be one of the most impactful goals you can make.

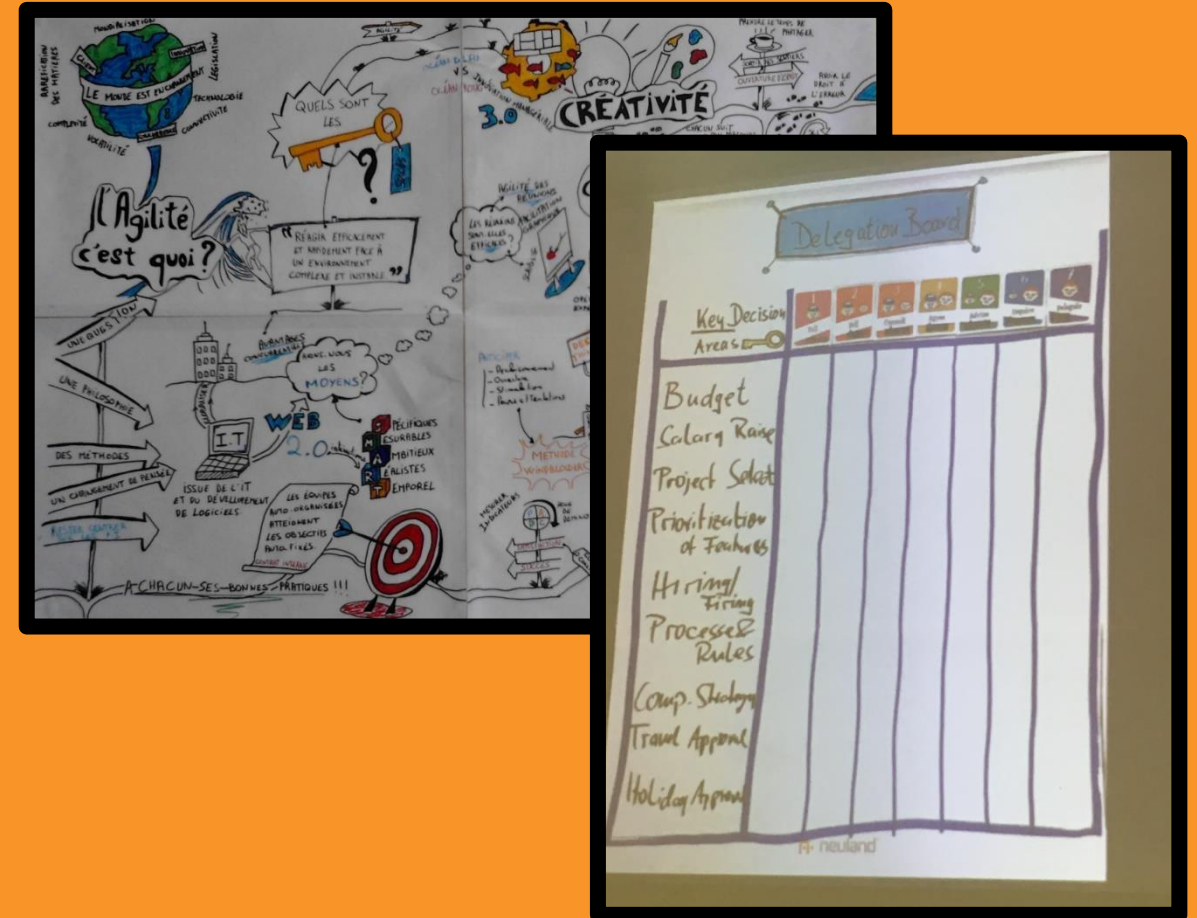
When you want people to attend, you should learn to **communicate the value of the meeting** so that people *want* to attend. And everyone can participate.

If you cannot convince your coworkers to attend your meeting, it is *your* problem, not theirs!



Make meetings visual

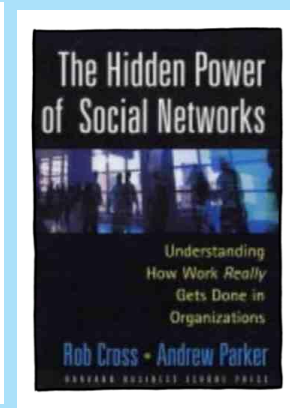
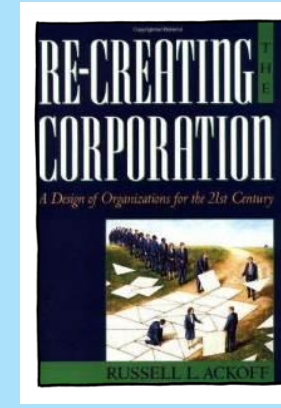
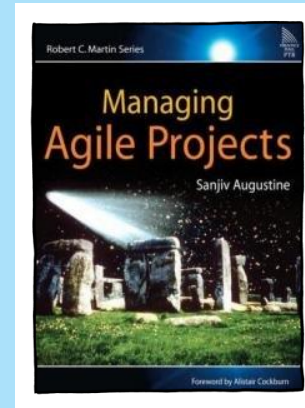
Visual meetings are not only more fun than normal meetings, they are also more interactive and productive. Participants of visual meetings are more engaged and prepared for action.



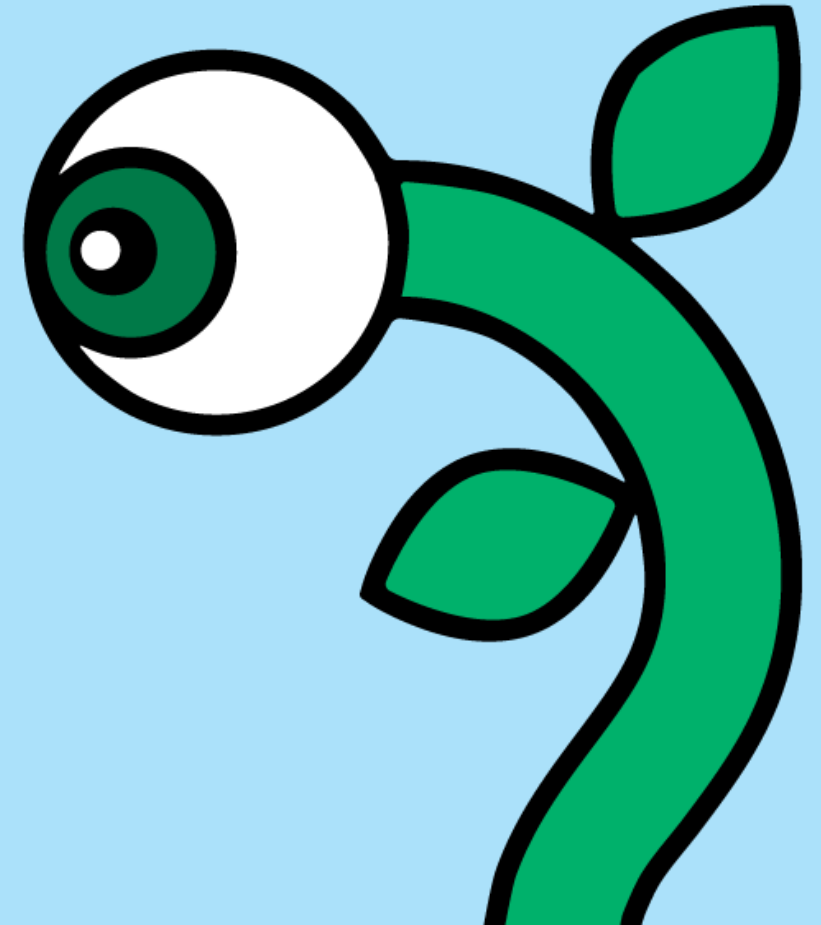
<https://youtu.be/45qCO54Sa9s>

Grow Structure:

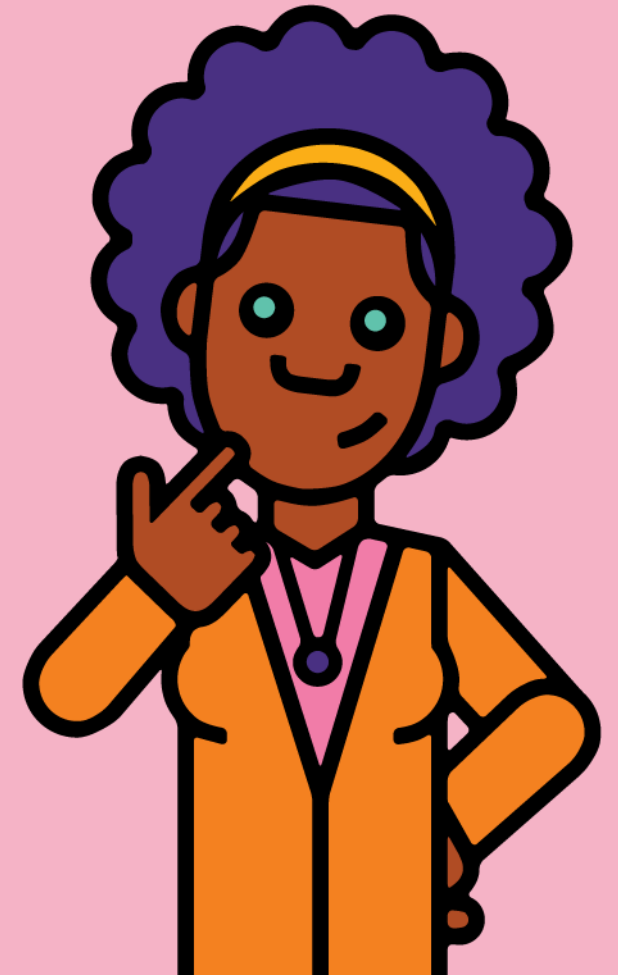
Many teams operate within the context of a complex organization, and thus it is important to consider structures that enhance communication.

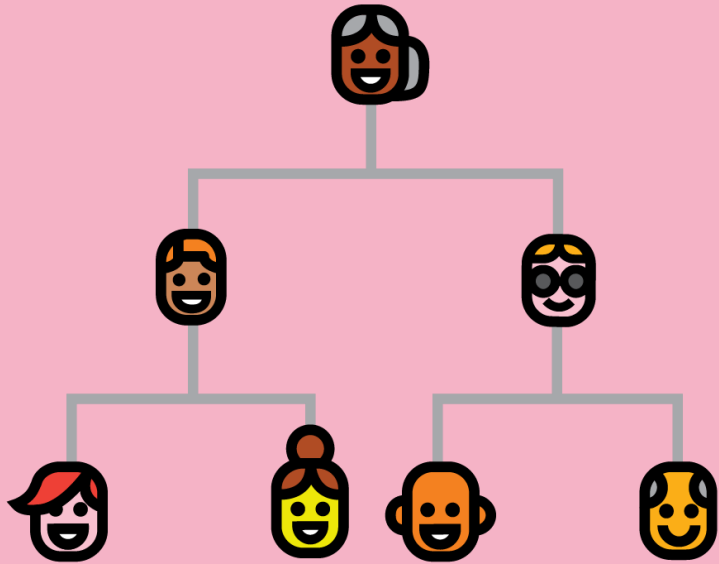


5



**What is the best
organizational structure?
How do we scale the
business in an agile way?**





Hierarchies

Specialization

Efficiency

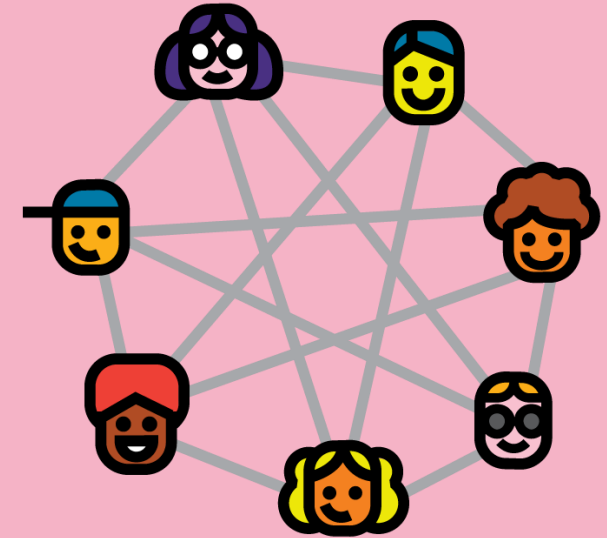
Centralization

Exploitation



balance

(ambidexterity)



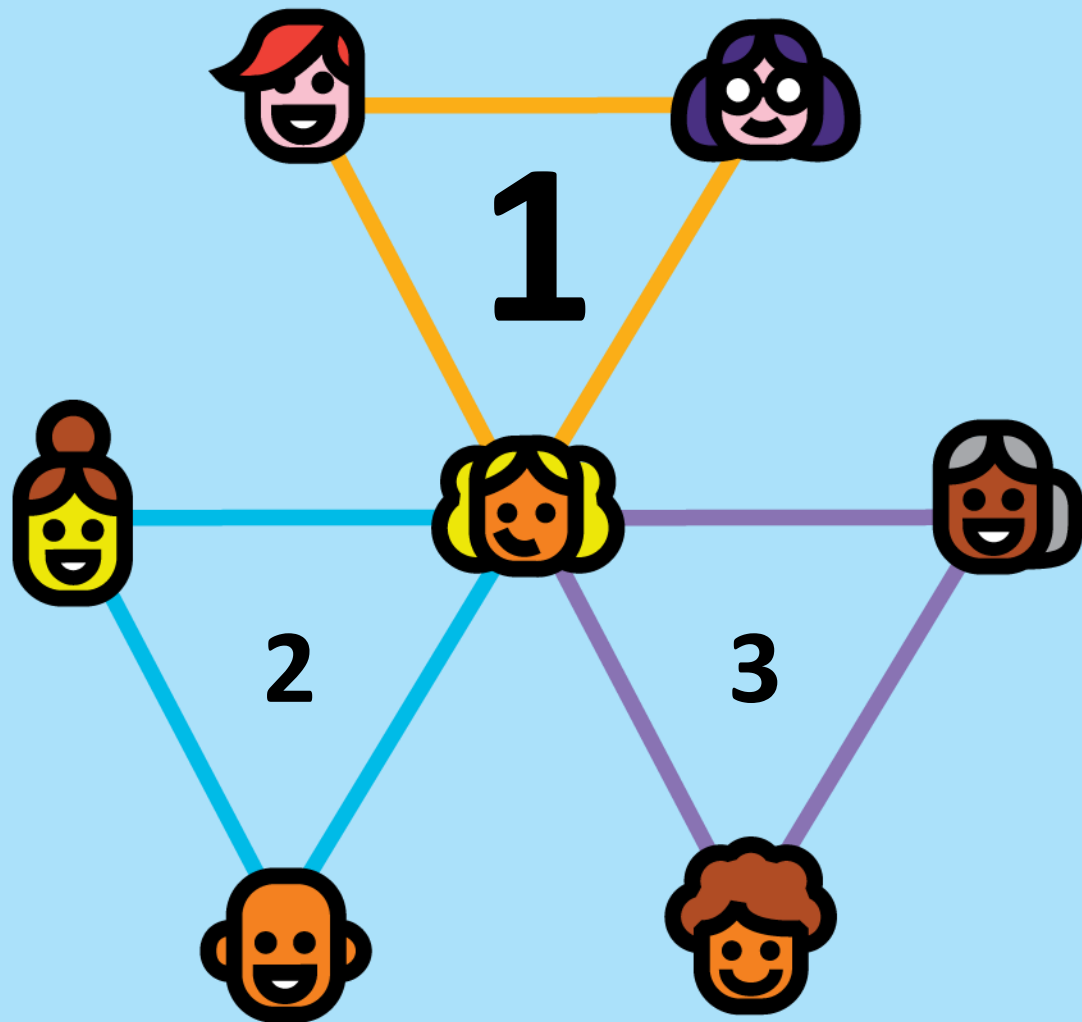
Networks

Generalization

Effectivity

Decentralization

Exploration

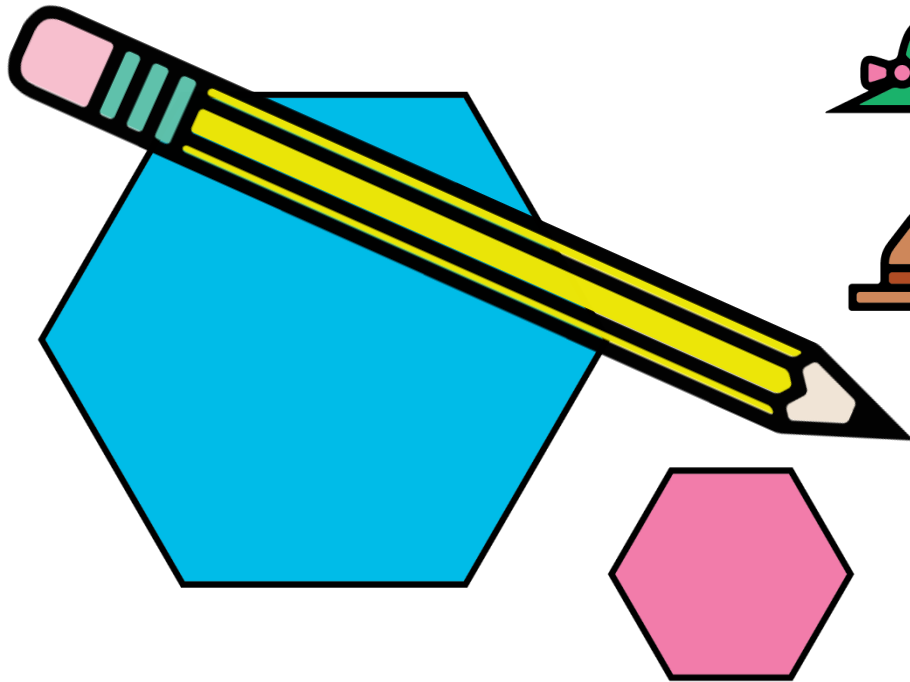


Team Number One

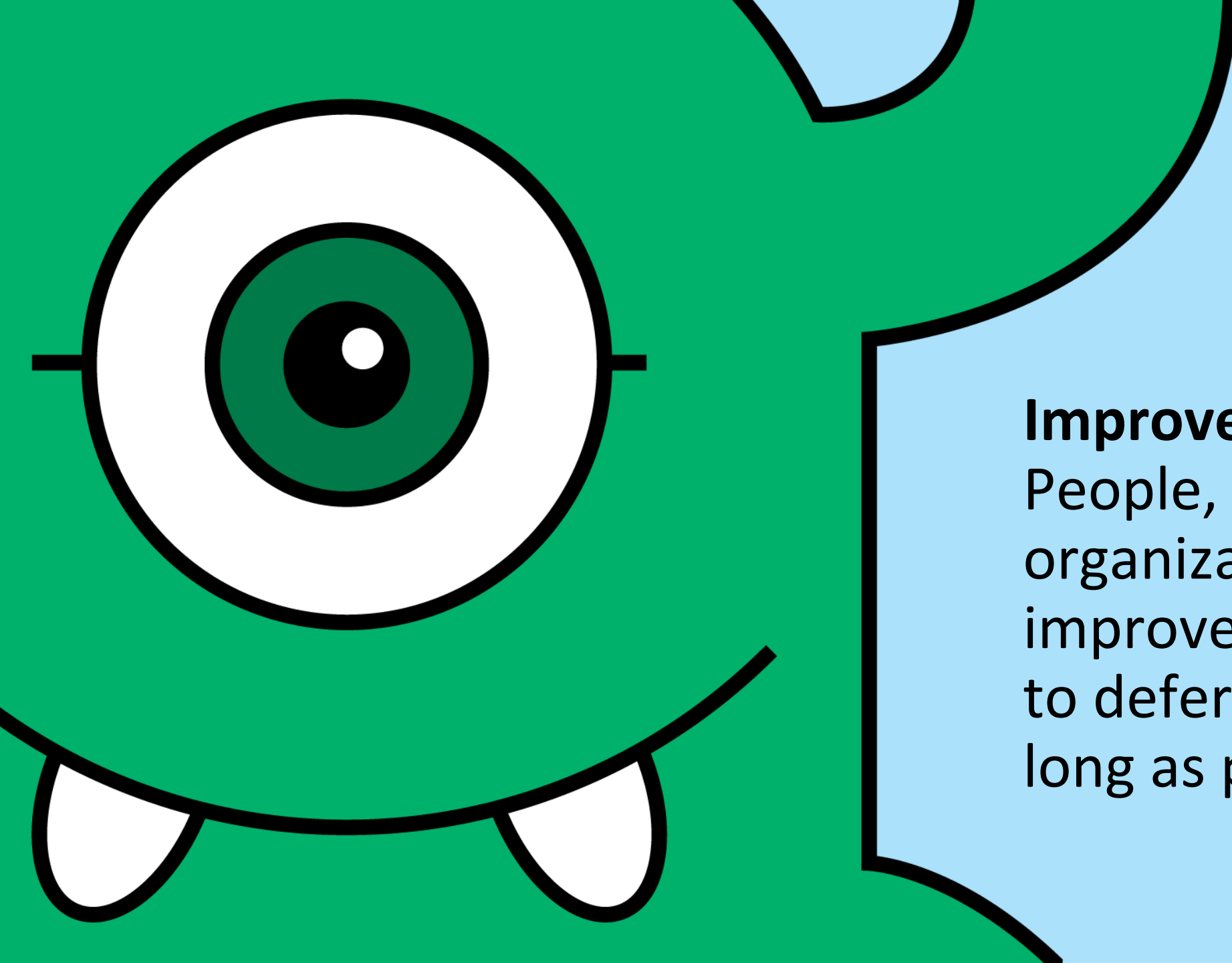
It's normal for people not to work *exclusively* on just one thing. The brain needs some diversion.

But people should know which team is their first priority.

Exercise



Play the Meddlers Game!



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

Creative workers replace knowledge workers

They are not knowledge workers, at least not in the traditional sense. They are a new kind of animal, a type we call a “smart creative,” and they are the key to achieving success in the Internet Century.

- Eric Schmidt, *How Google Works*



Seven Rules for Creativity Managers

Inspired by the most innovative companies in the world



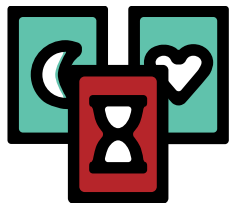
1. Nurture Diversity



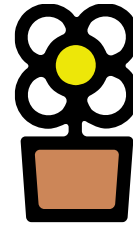
2. Create Markets



3. Rely on Merits



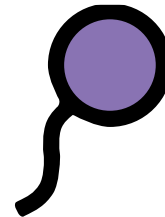
4. Make No Predictions



5. Update the Workplace

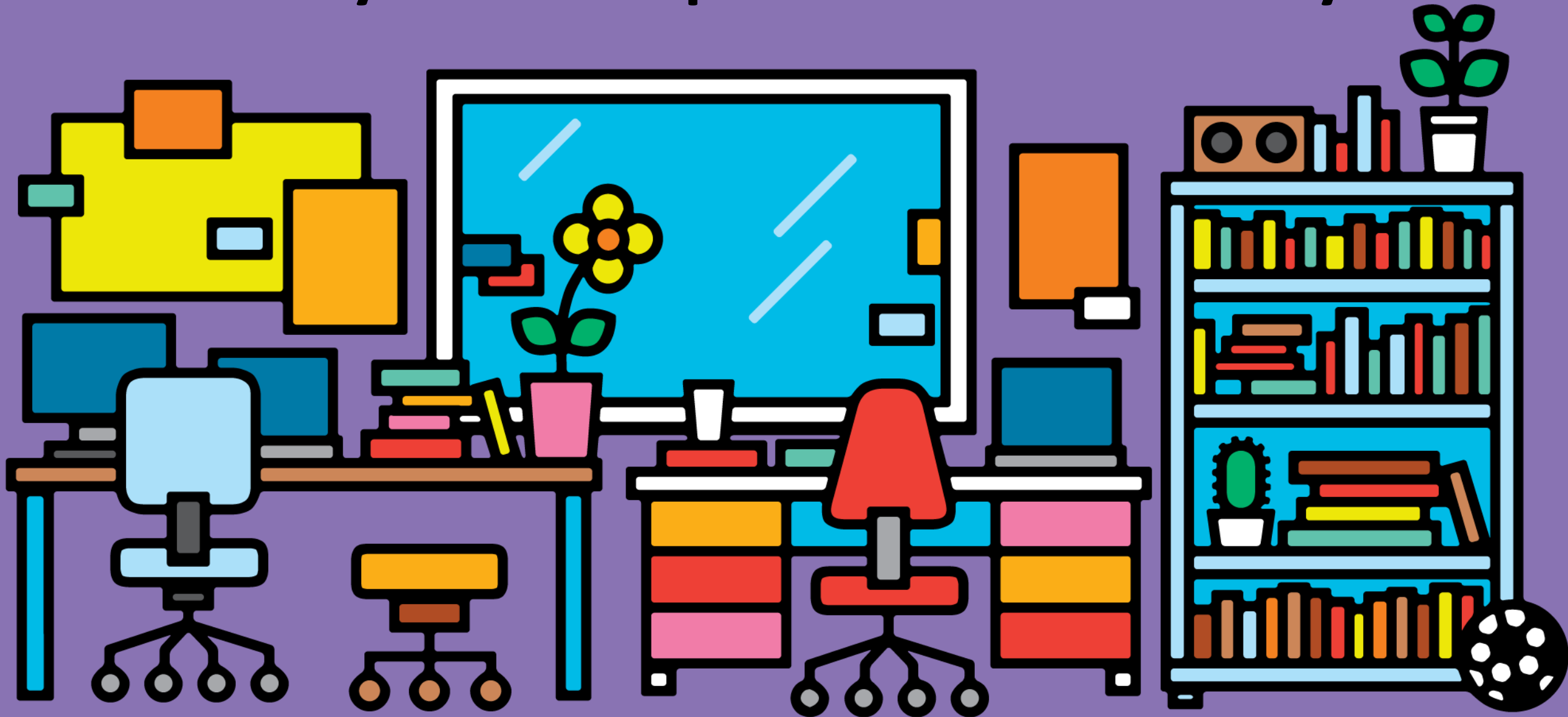


6. Change Constraints



7. Open Boundaries

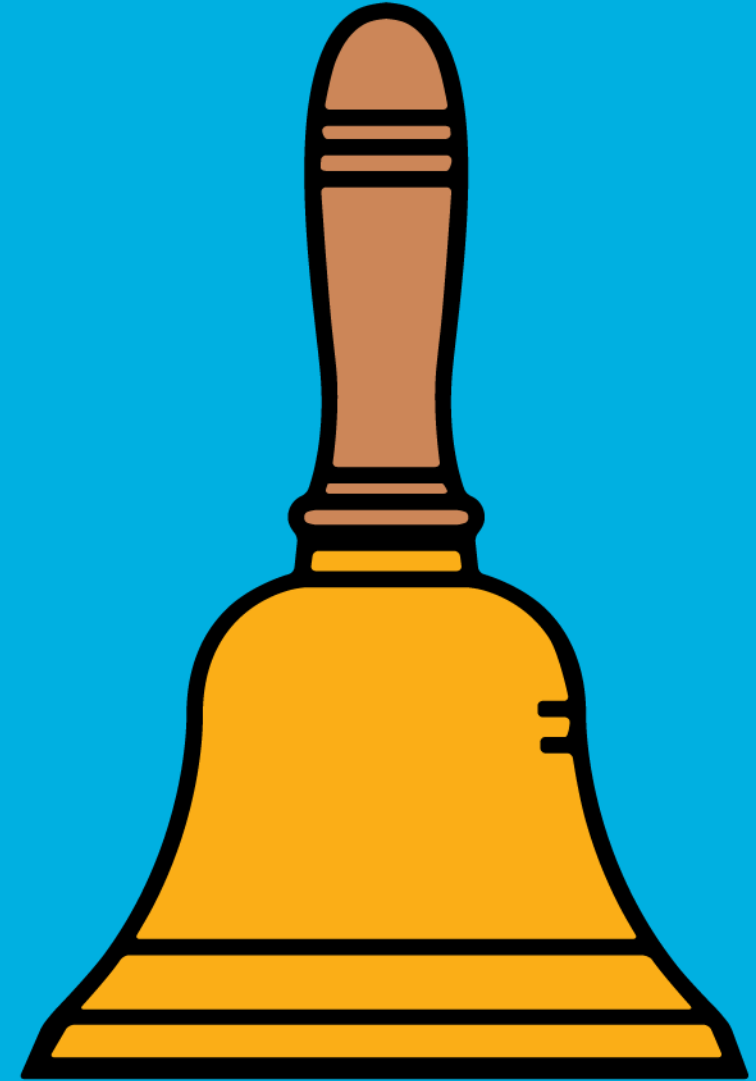
Does your workspace enable creativity?



How do we optimize learning?

Should we celebrate failure?

I suggested that maybe we should have a big bell in the office, so that we could ring it whenever there was something to celebrate.



BEHAVIOR

MISTAKES

EXPERIMENTS

PRACTICES

SUCCESS

YOU LUCKY BASTARD!

YAY, YOU SUCCEEDED AND YOU LEARNED!

YAY, YOU SUCCEEDED BY DOING THE RIGHT THINGS!

FAILURE

WTF, DUDE YOU SCREWED UP! WHERE'S YOUR BRAIN?

OK, YOU FAILED BUT YOU LEARNED!

ARGH, BAD LUCK!

SUCCESS

FAILURE

OUTCOME

NO LEARNING

LEARNING

NO LEARNING

D

A

E

B

F

C

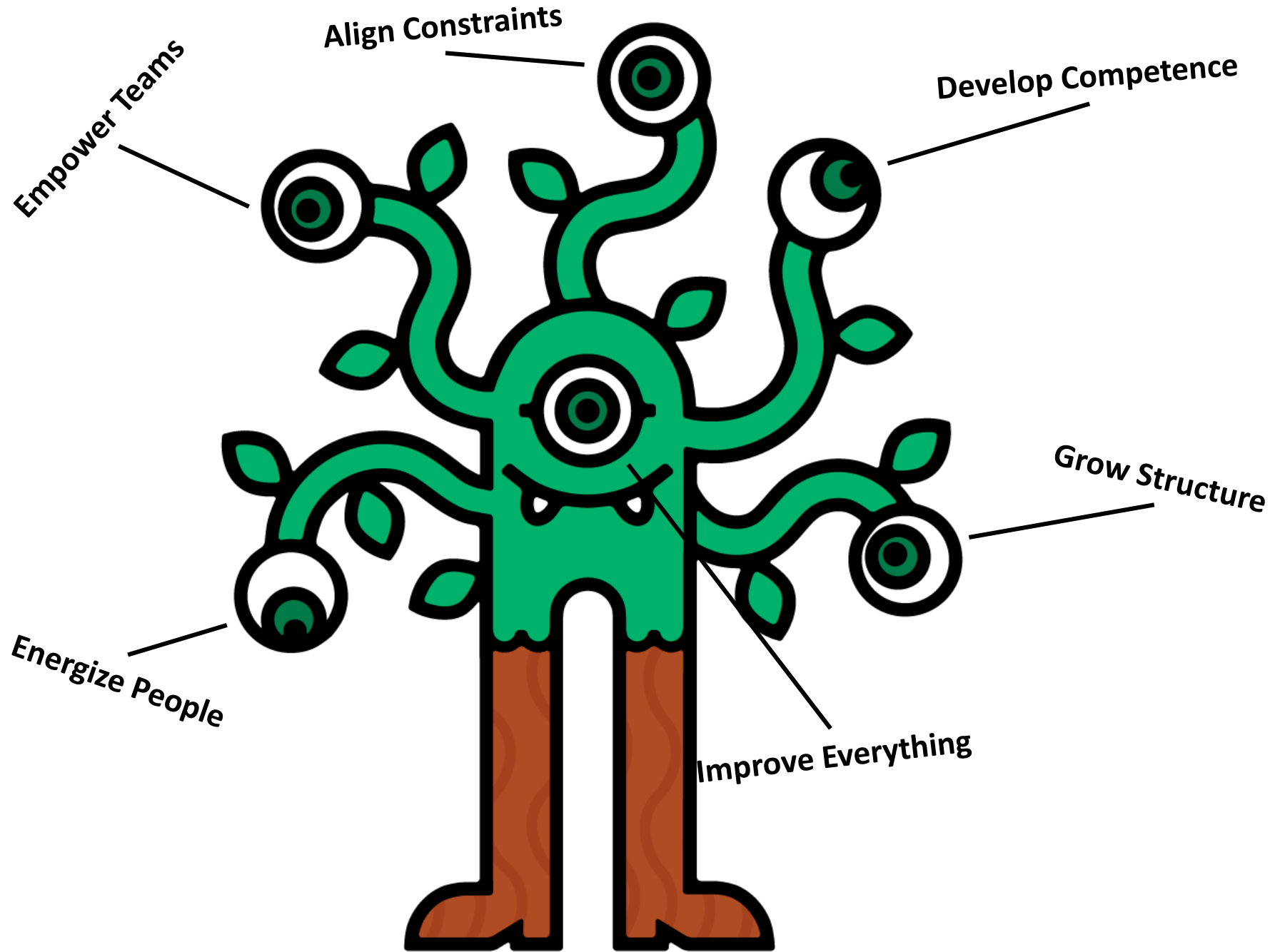
Run more experiments, faster, and cheaper.

What you want to do as a company is maximize the number of experiments you can do per unit of time.

- Jeff Bezos, *Harvard Business Review*



Management 3.0



Want to learn more?

- Attend a public [Management 3.0 Workshop](#)
- Organize an [in-house workshop](#)
- Go to [Management30.com](#) and read the experience reports
- Buy the [Management 3.0 book](#)
- Buy the book [Managing for Happiness](#)
- Download the (free) book [Doing It – Management 3.0 Experiences](#)
- Or contact [me](#)

Thank you

ralph@agilestrides.com

[@raroos](#)

www.agilestrides.com

www.linkedin.com/in/ralphvanroosmalen

MANAGEMENT 3.0

CHANGE AND INNOVATION PRACTICES

