
Happy workers are productive workers
and managers should enjoy their jobs too!

Managing for Happiness

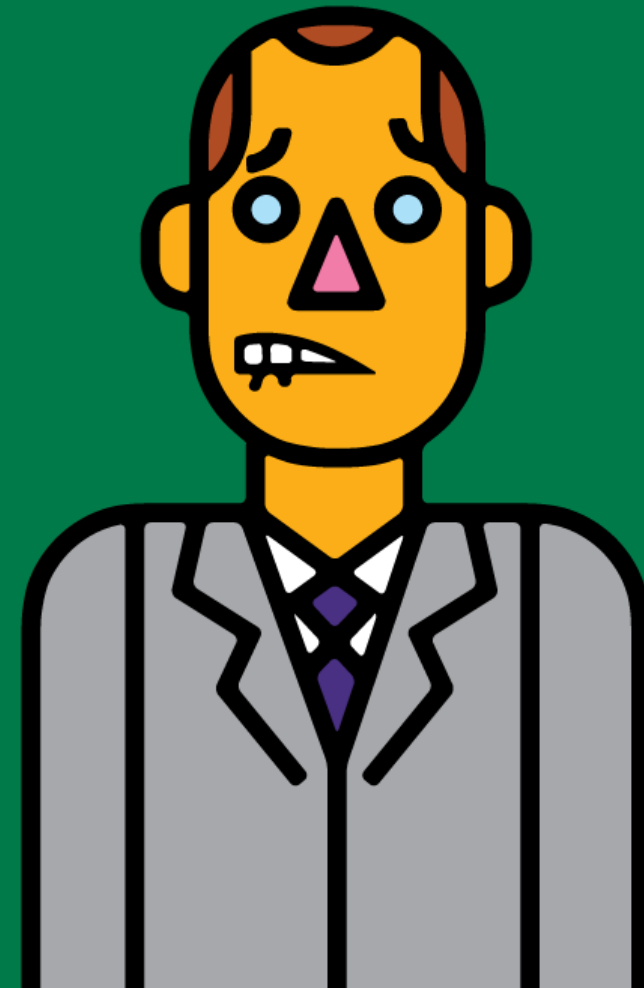
Games, Tools & Practices to Motivate Any Team

Jurgen Appelo

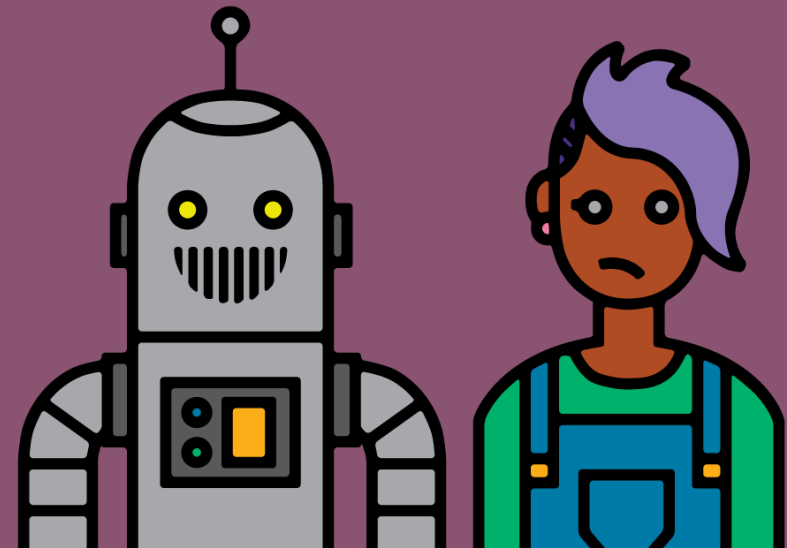
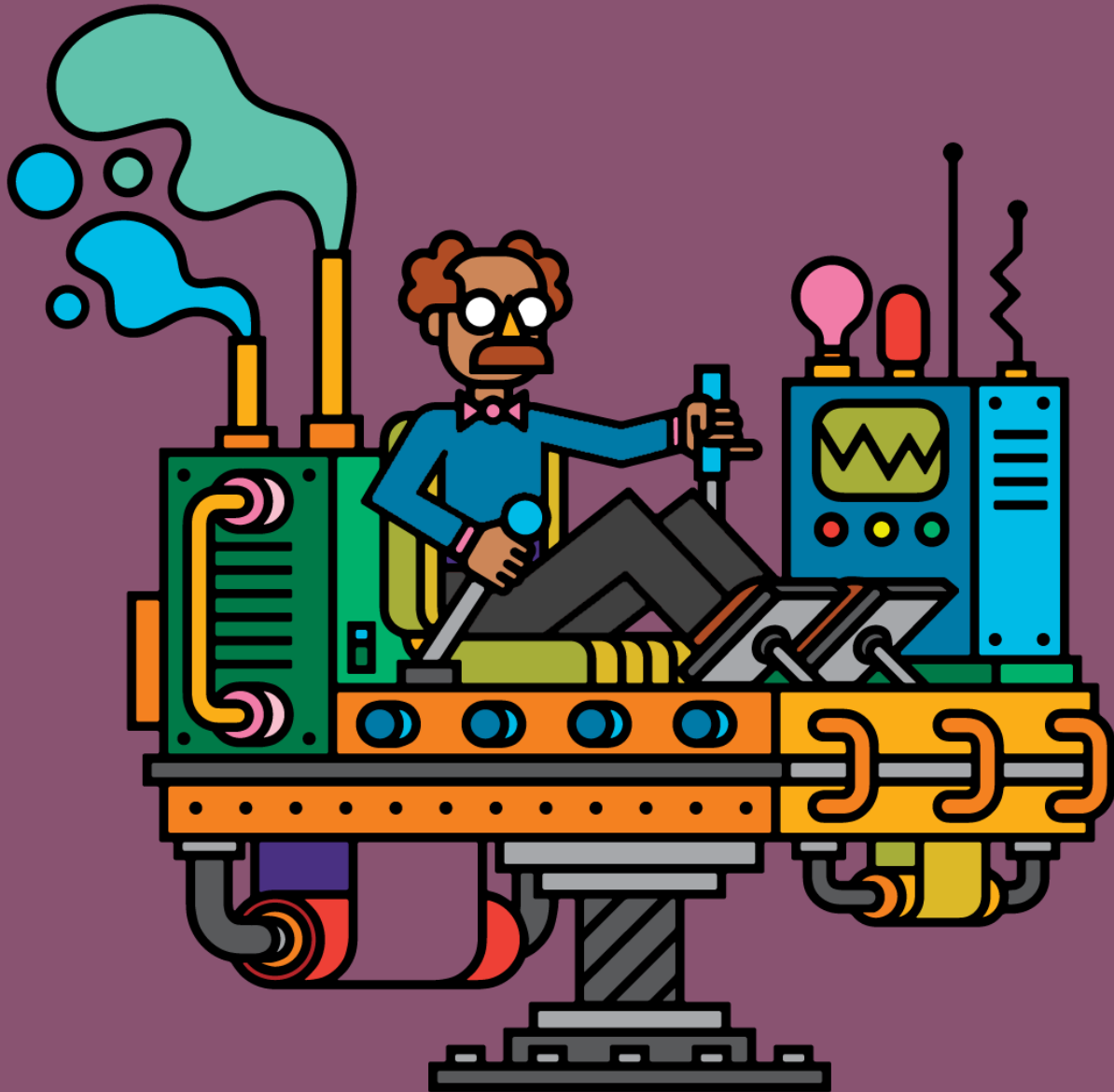
“Jurgen’s book is practical and fun, but most of all, it’s subversive. If you care enough to get started, you’ll discover that these tools will transform everything about your organization.”

Seth Godin, [The Icarus Deception](#)

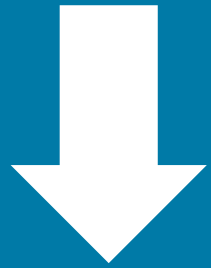
Most managers have
no clue how to work
with **people**



Managers drive
the business like
a **machine**



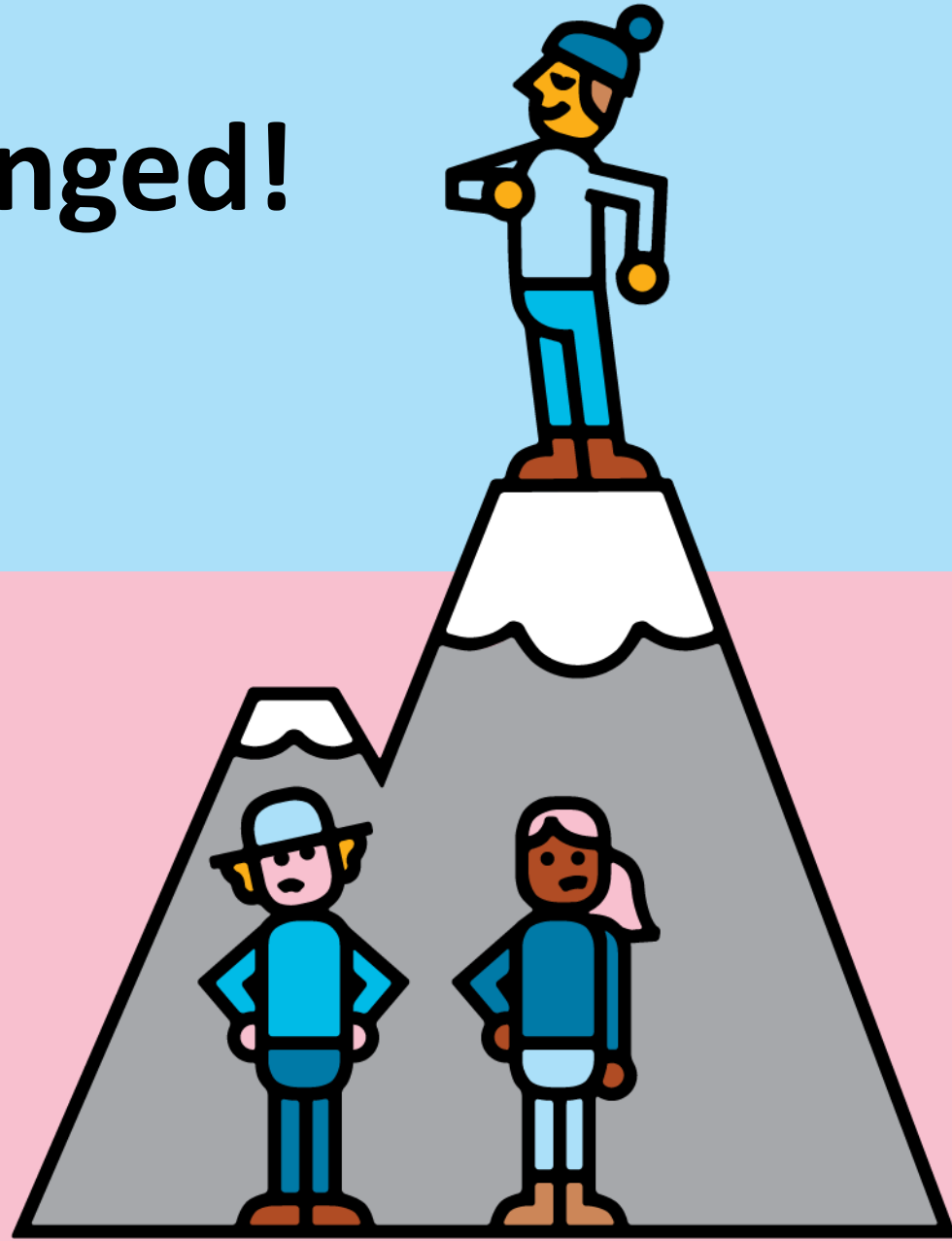
Bad management



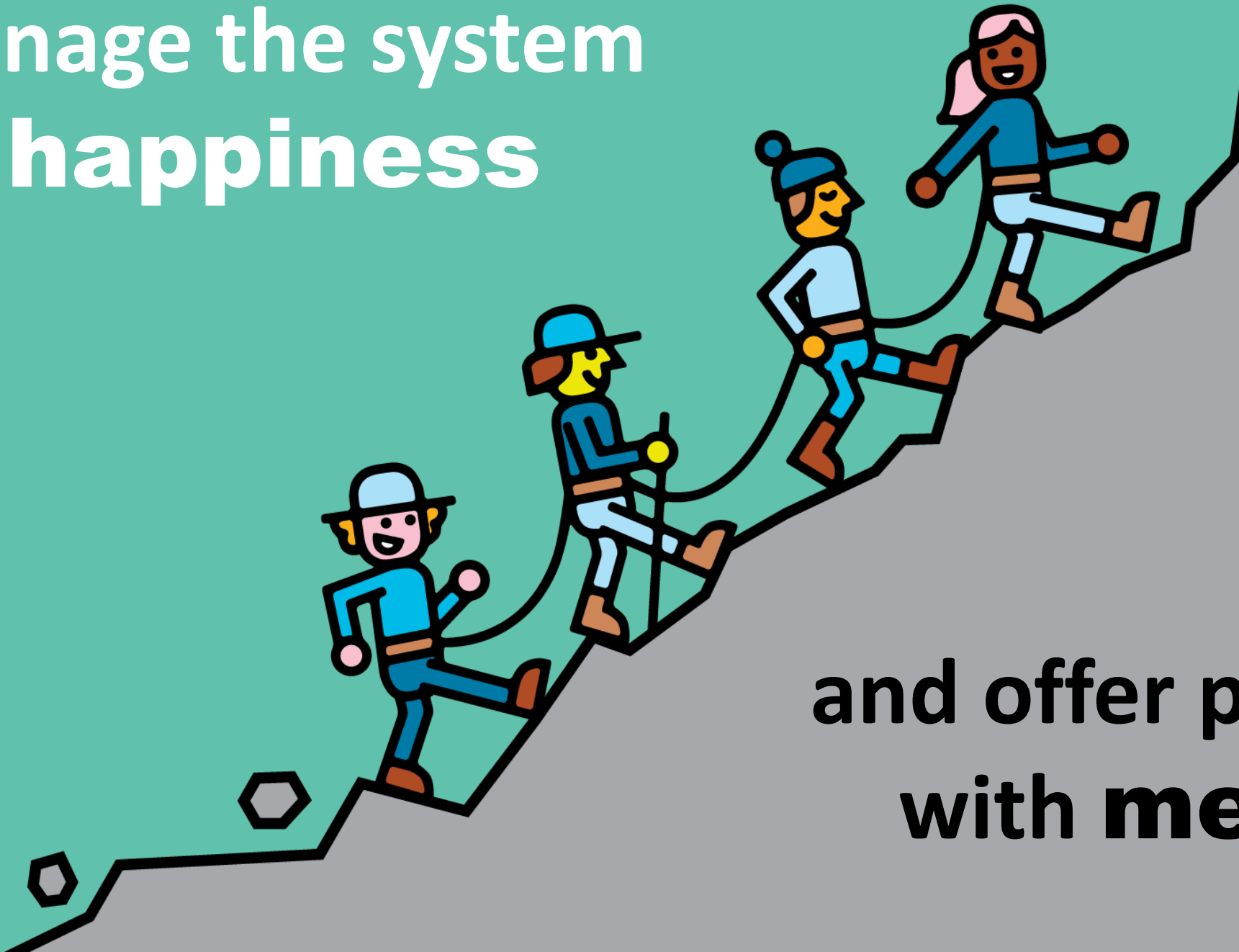
Bad performance



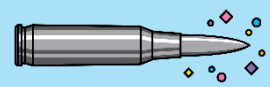
Everything has changed!

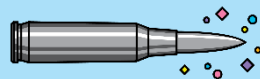
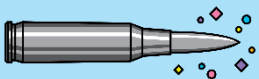
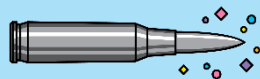
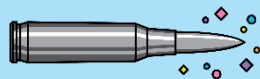
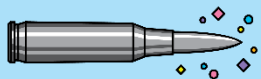
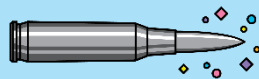
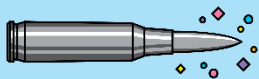


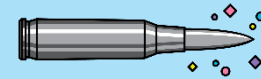
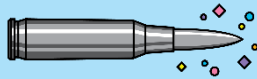
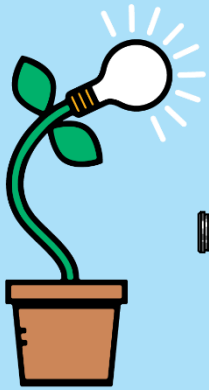
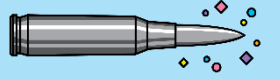
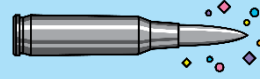
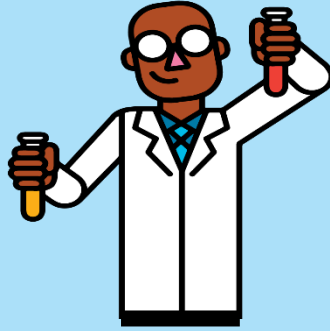
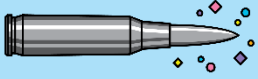
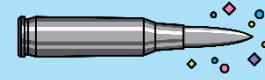
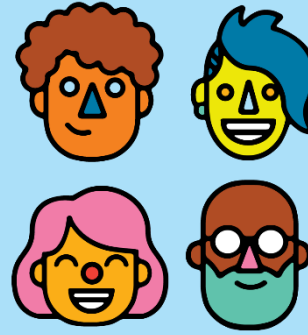
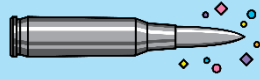
Manage the system
for **happiness**



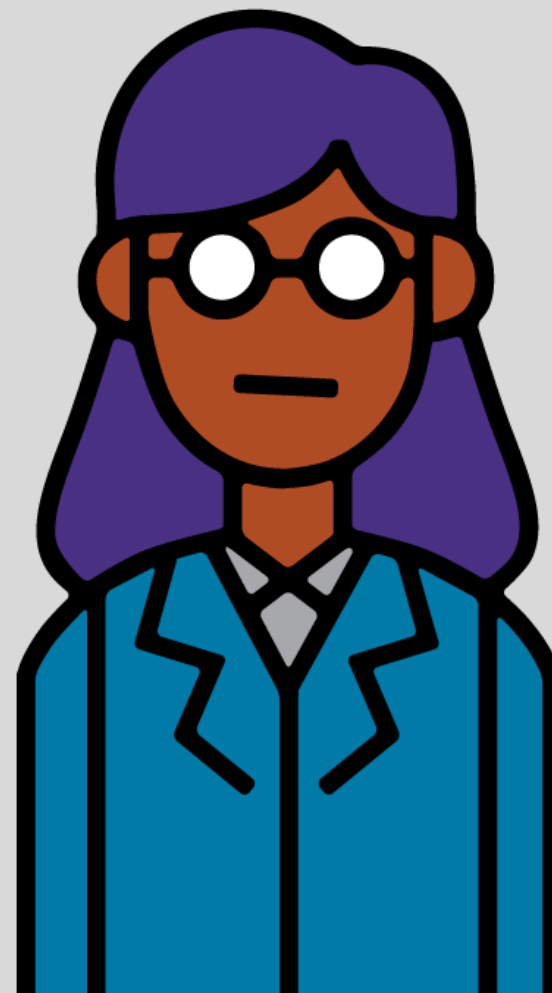
and offer products
with **meaning**

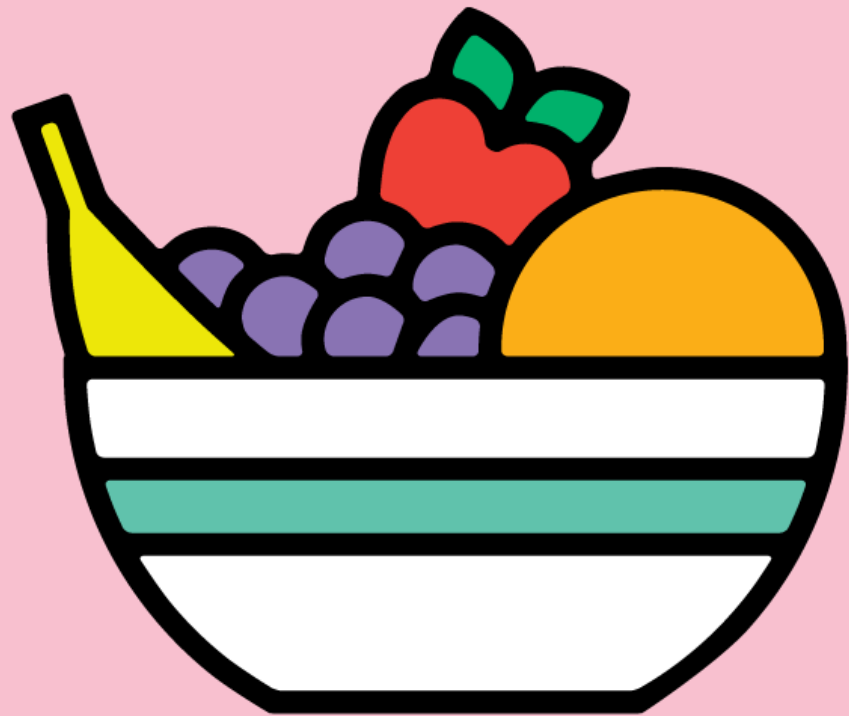






Taffy

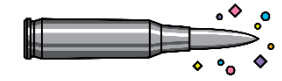




**Change is
easier
when
people
share
food**

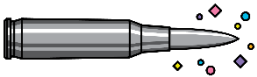
Photo credits, with permission: Jurgen Appelo



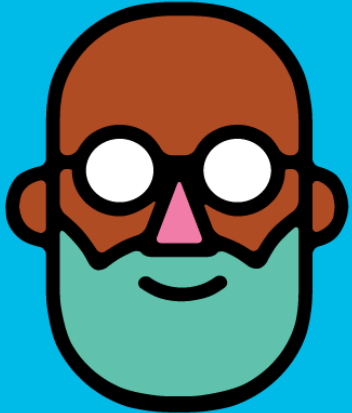
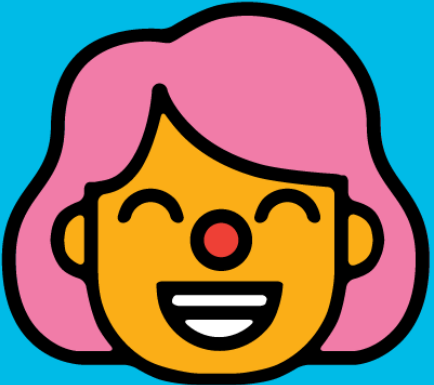


Manage the system

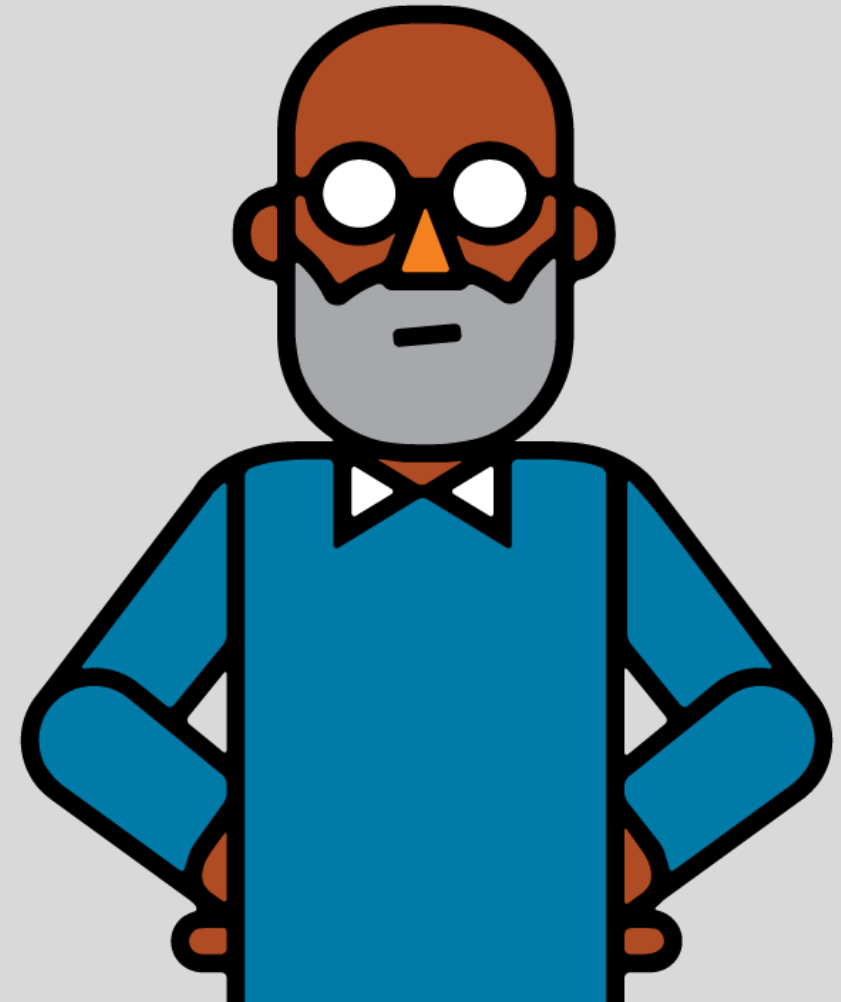




Nurture happiness



Jim

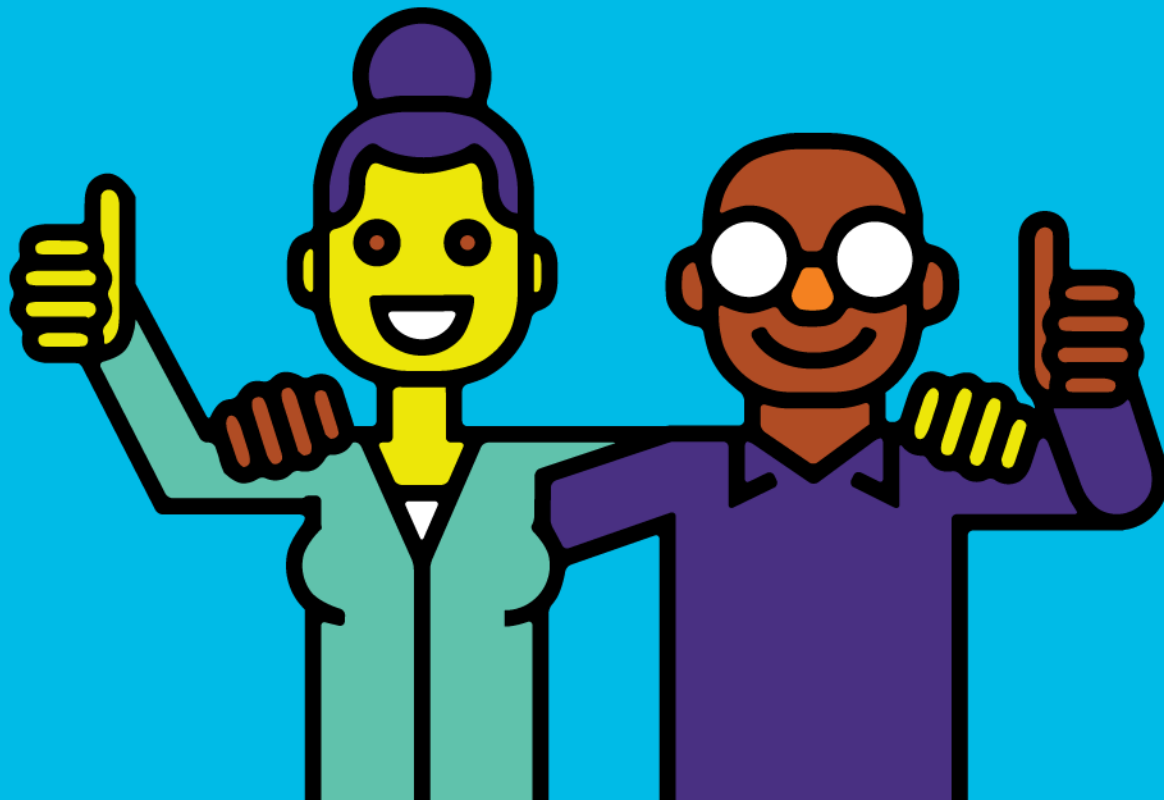




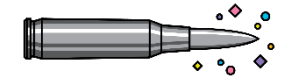
**Teams
should
have
reasons
to
celebrate**



CLARIDGE
1949

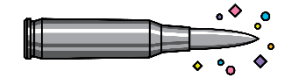


**Celebrate
success
and
celebrate
learning**

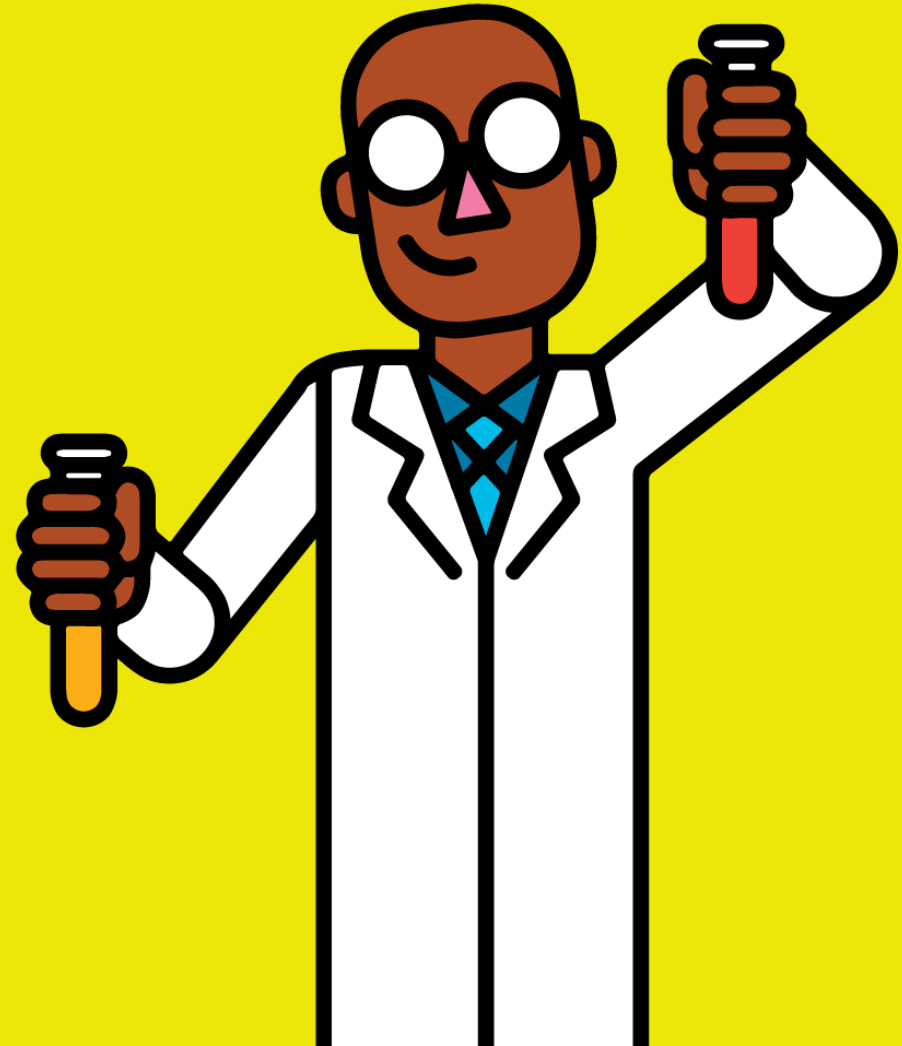


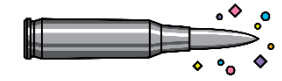
Embrace playfulness



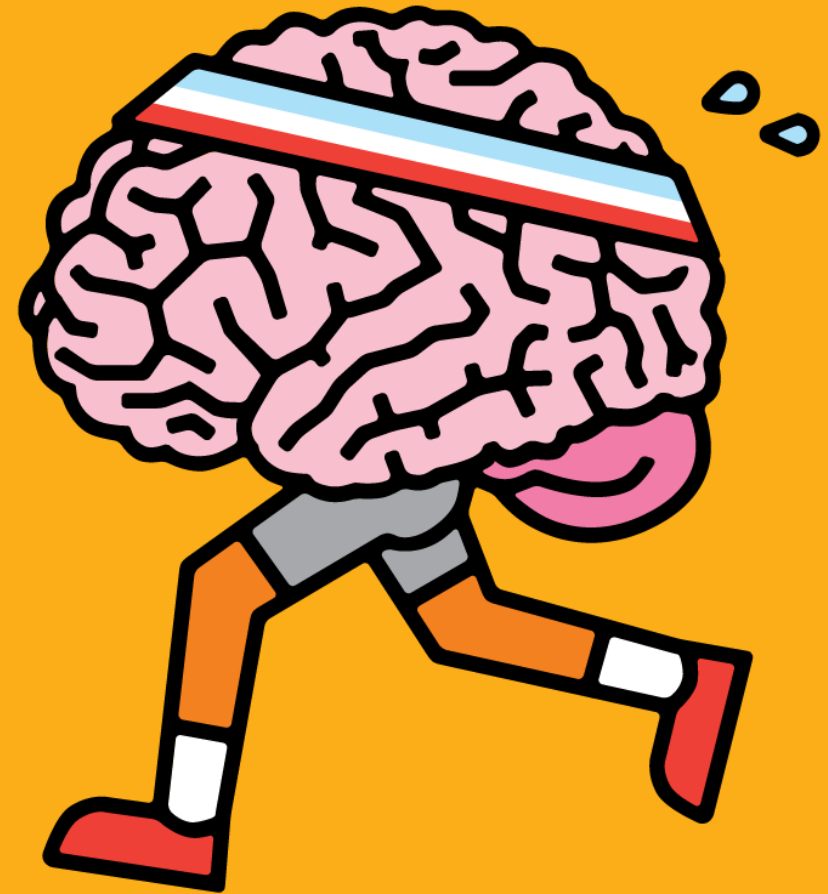


Run experiments

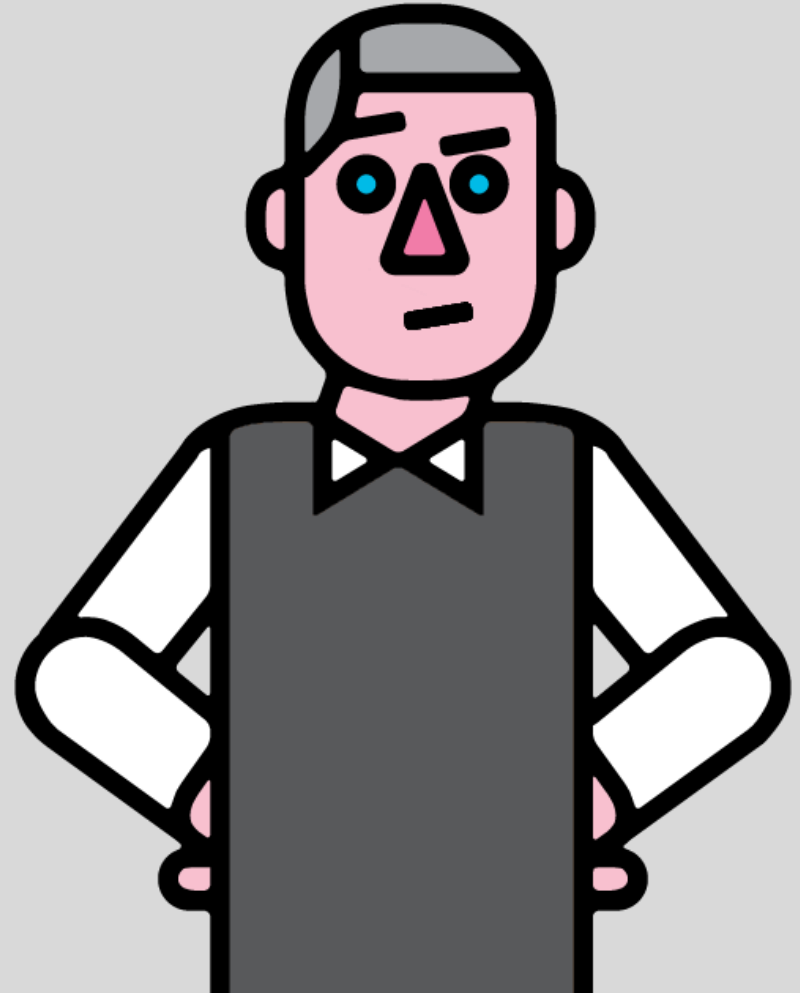




Accelerate learning



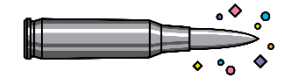
Mick



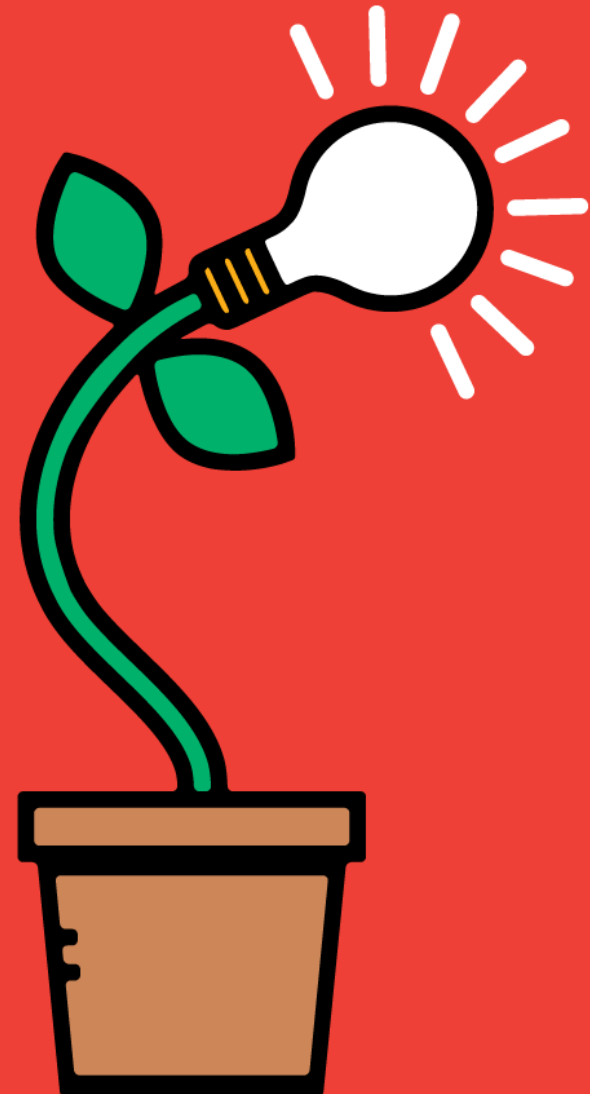


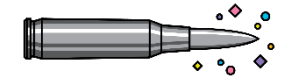
**Contracts
impose
limits on
freedom
and
happiness**





Innovate management





Build for meaning



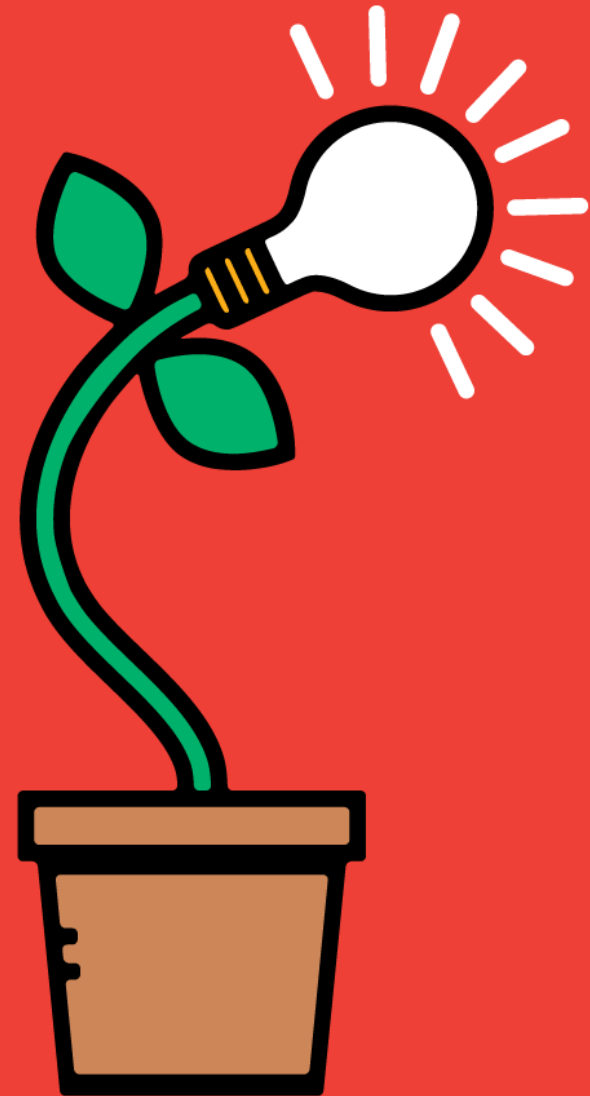


Build for meaning





Innovate management



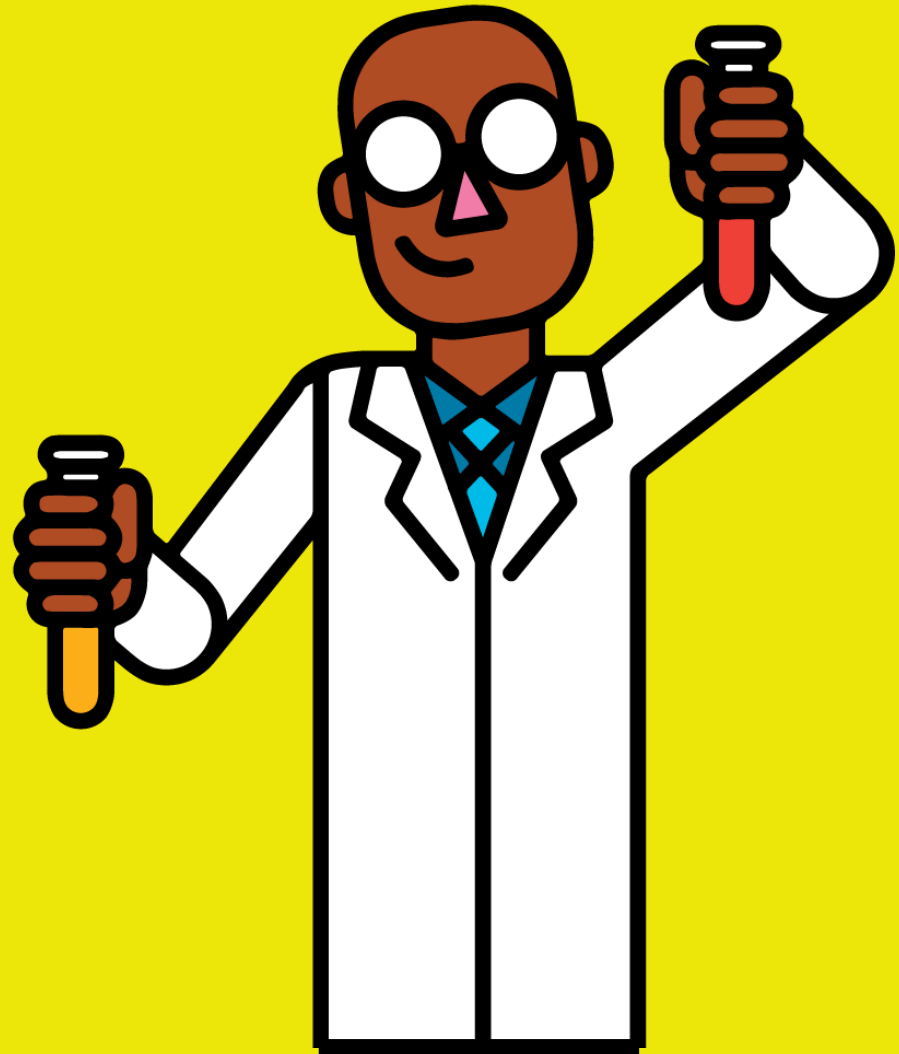


Accelerate learning





Run experiments





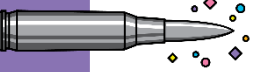
**Embrace
playfulness**



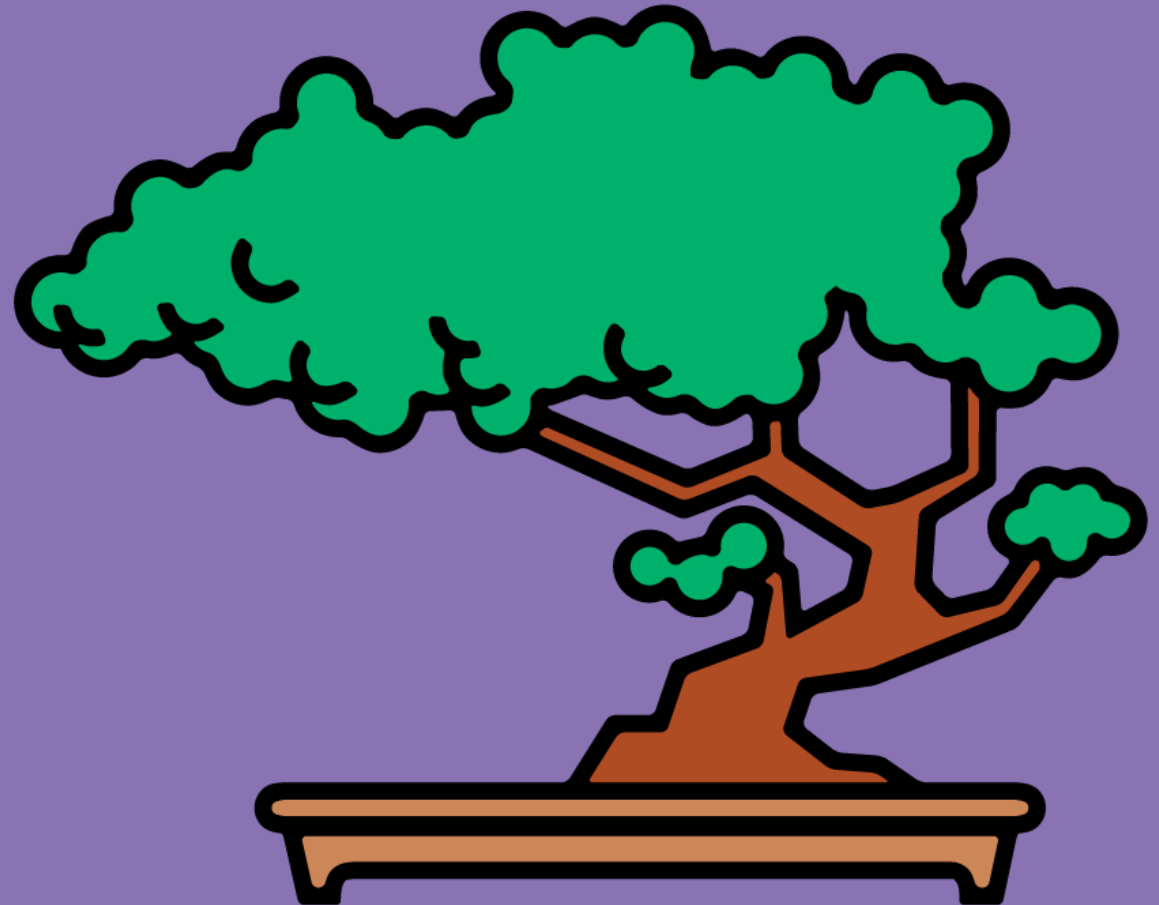


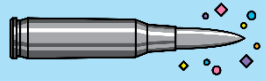
Nurture happiness



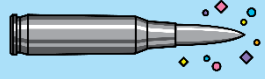


**Manage
the system**

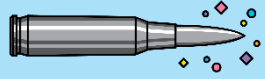




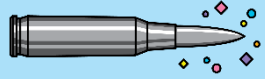
Build for meaning



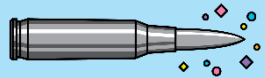
Innovate management



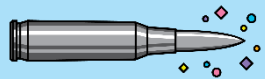
Accelerate learning



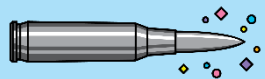
Run experiments



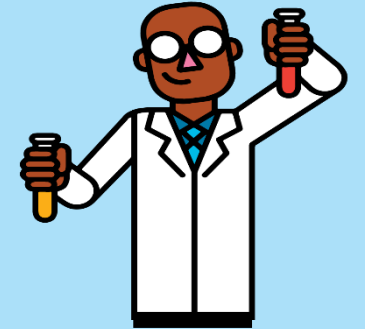
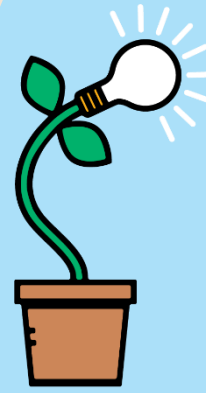
Embrace playfulness



Nurture happiness



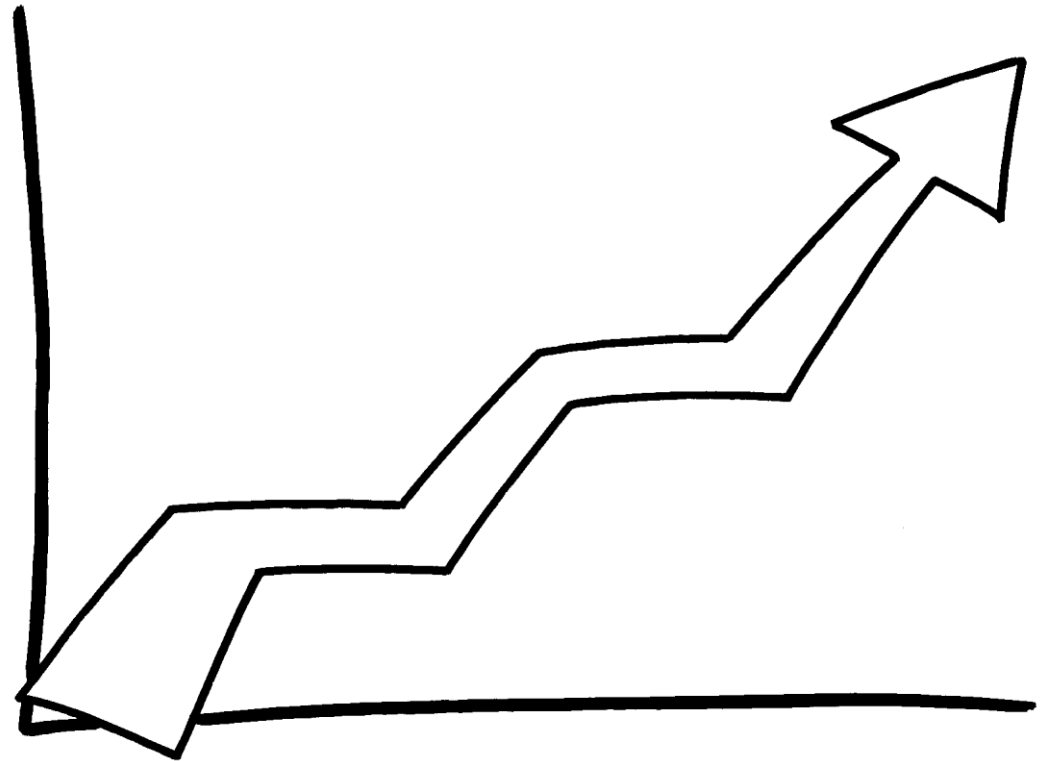
Manage the system

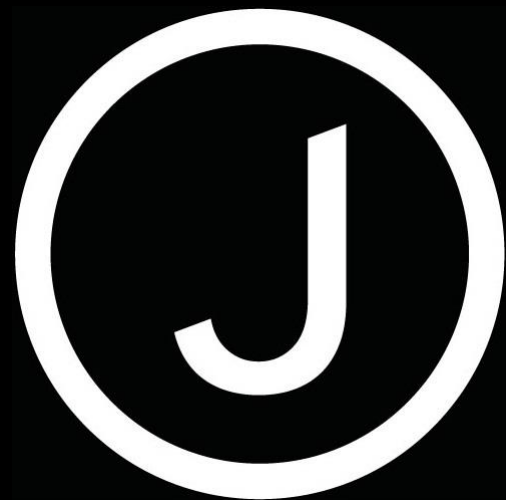


Core Competencies, ROI, bla bla bla, etc.

- Build for meaning
- Innovate management
- Accelerate learning
- Run experiments
- Embrace playfulness
- Nurture happiness
- Manage the system

(something going up)

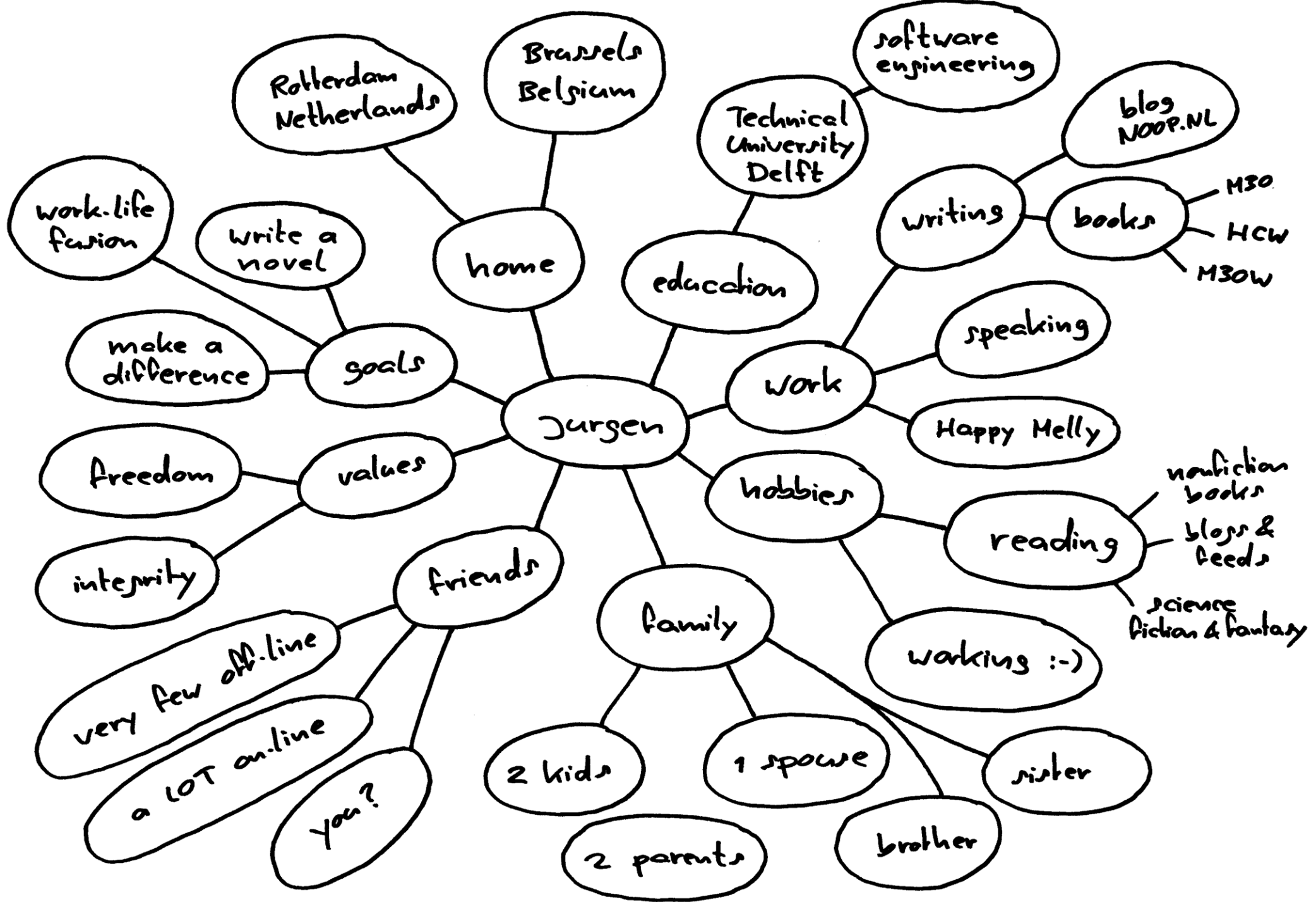




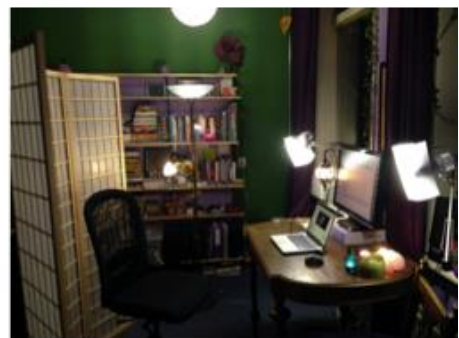
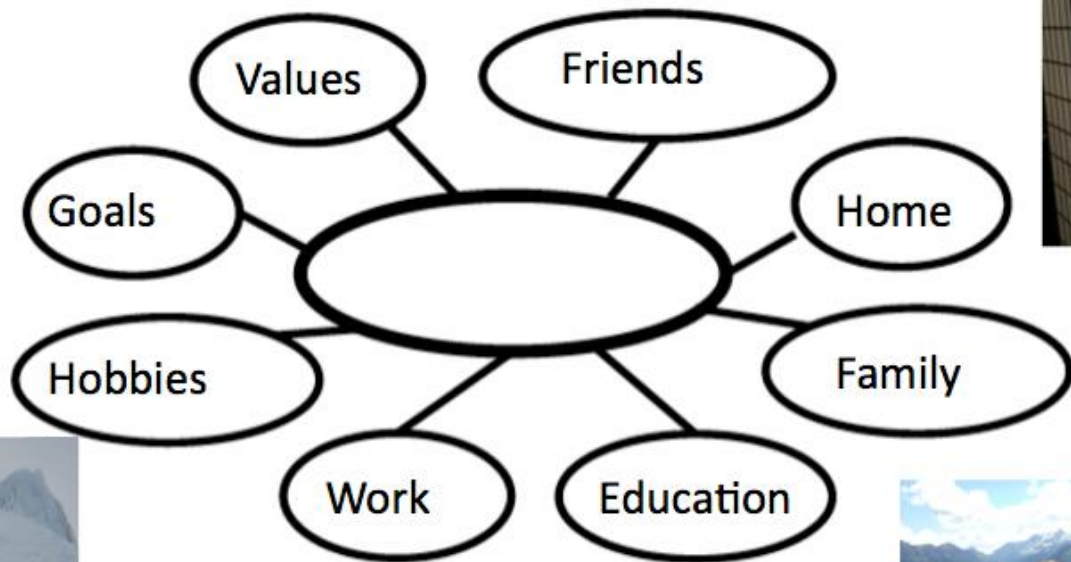


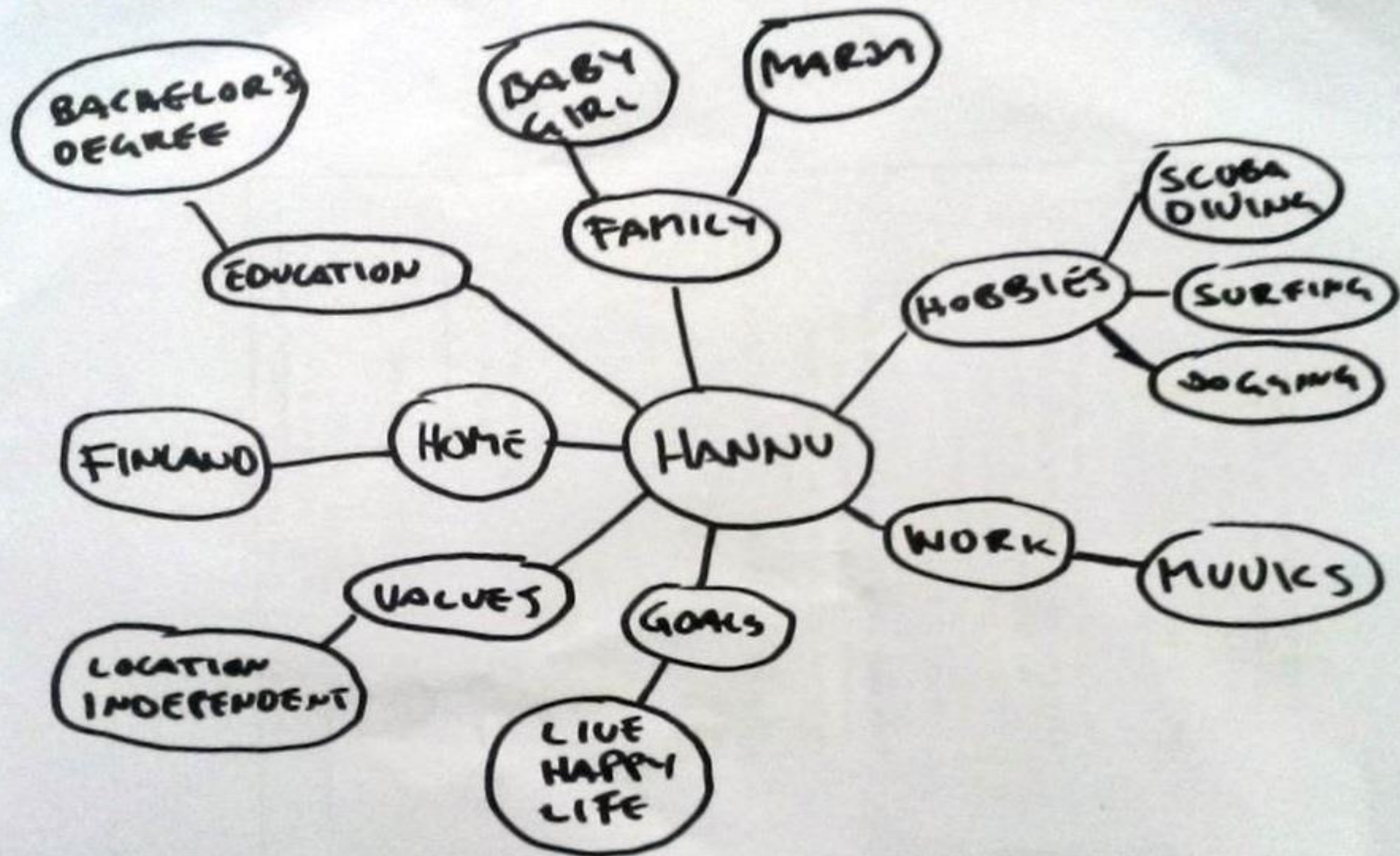
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3
personal maps
Improve Communication and Understanding



reliability
competence
fairness
trustworthiness
initiative









FINISH THE BOAT

REDEFINE

GOALS

AUCKLAND MELBOURNE



HOME

AUCKLAND

MELBOURNE

MATHS
PSYCHOLOGY

COMPUTER
SCIENCE

PROGRAMMING

EDUCATION



WORK



MYOB

12

SELF-EMPLOYED

18

Terry

INTEGRITY
FAIRNESS
LEARNING

VALUES

IDEAS



MARK
WAYNE
BRET

FRIENDS

MICHAEL
ANTHONY
ALEX

family

KIDS

ROWAN
24

JARROD
22

LARA
19

WIFE

JANENE

EDUCATION
MONASH

HOBBIES

READING



SKETCHING



WOODWORK

BOAT

FURNITURE



CYCLING





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3
personal maps
Improve Communication and Understanding



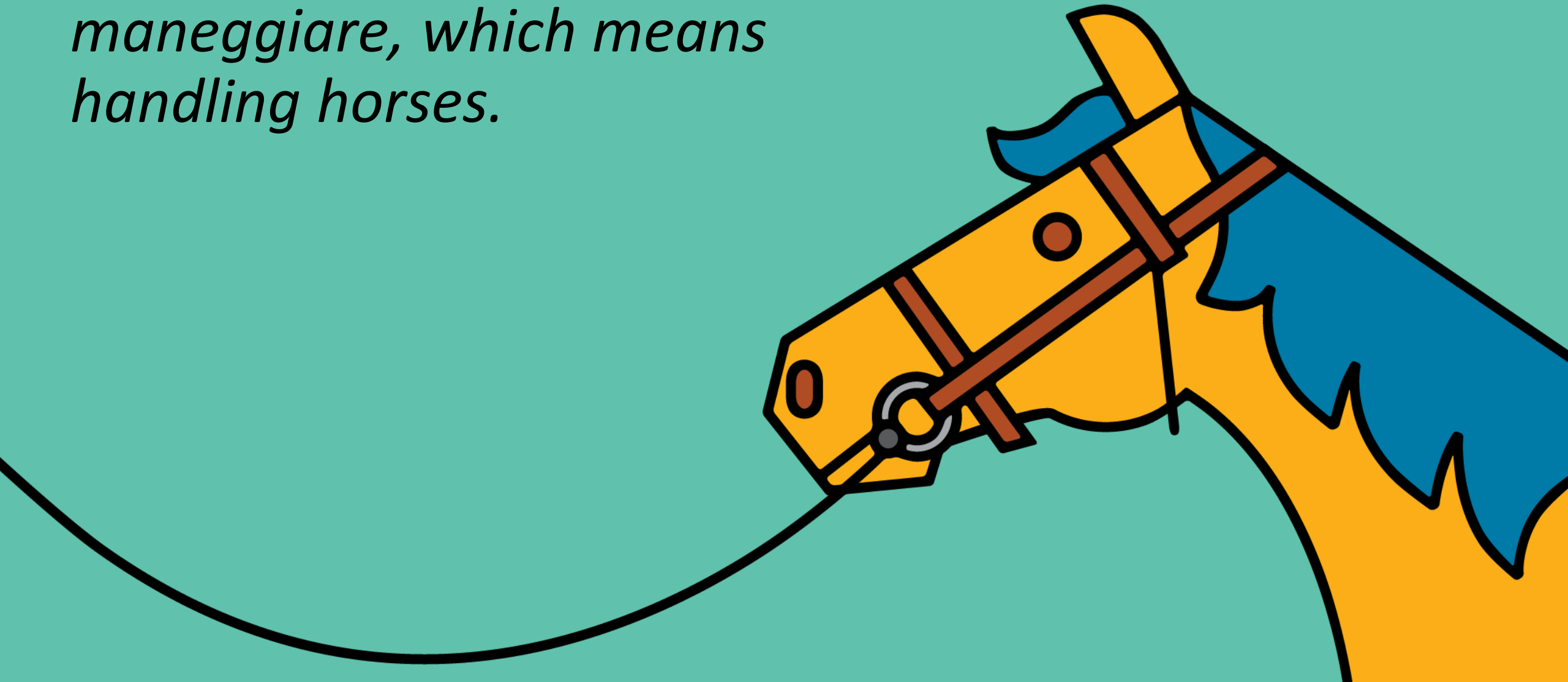
4

delegation boards & delegation poker

Empower Workers with Clear Boundaries



The word management is derived from the Italian word maneggiare, which means handling horses.



Delegation is not a binary thing. There are more options than being a dictator or an anarchist. The art of management is in finding the right balance.



1. Tell

You make a decision for others and you may explain your motivation. A discussion about it is neither desired nor assumed.



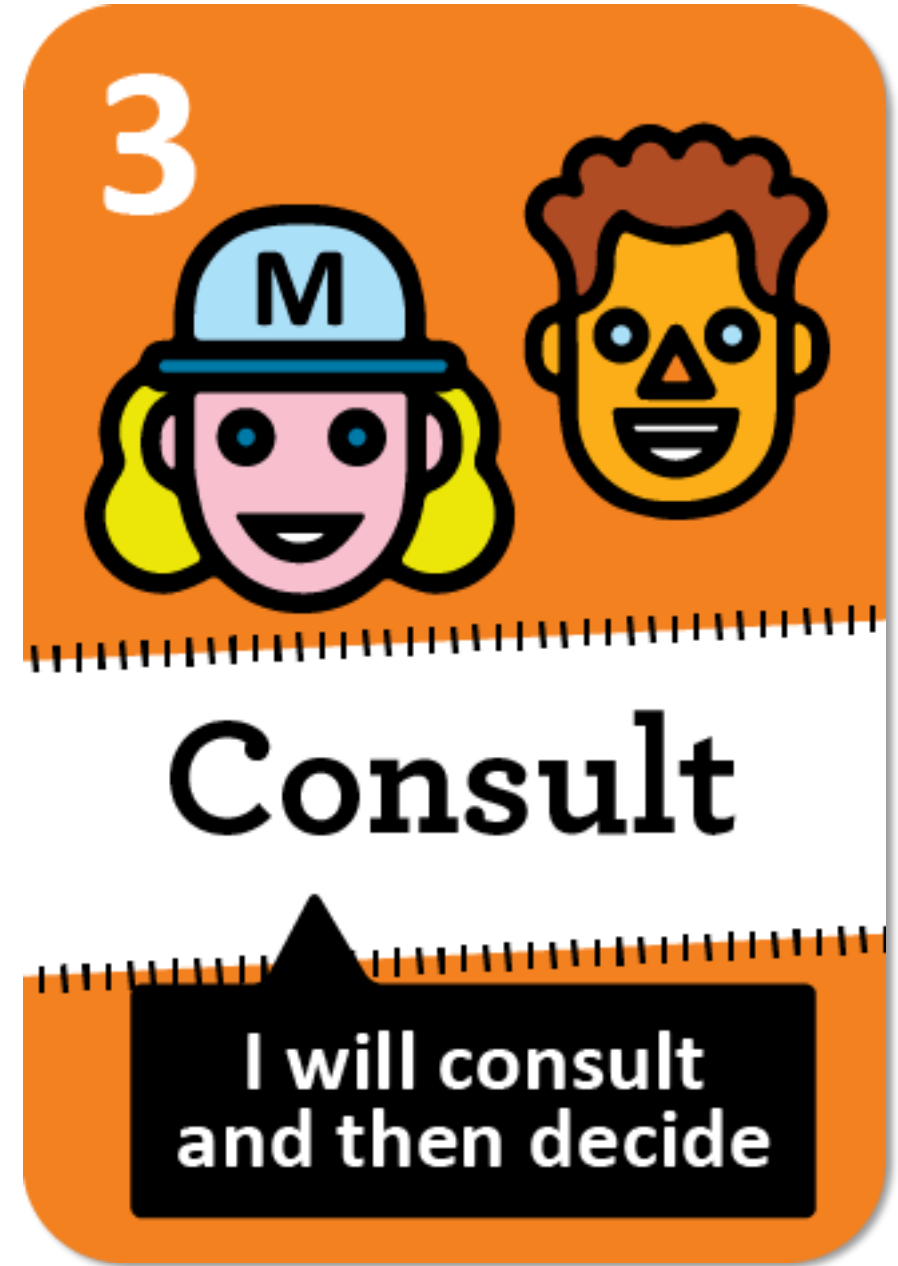
2. Sell

You make a decision for others but try to convince them that you made the right choice, and you help them feel involved.



3. Consult

You ask for input first, which you take into consideration before making a decision that respects people's opinions.



4. Agree

You enter into a discussion with everyone involved, and as a group you reach consensus about the decision.



5. Advise

You will offer others your opinion and hope they listen to your wise words, but it will be their decision, not yours.



6. Inquire

You first leave it to the others to decide, and afterwards, you ask them to convince you of the wisdom of their decision.



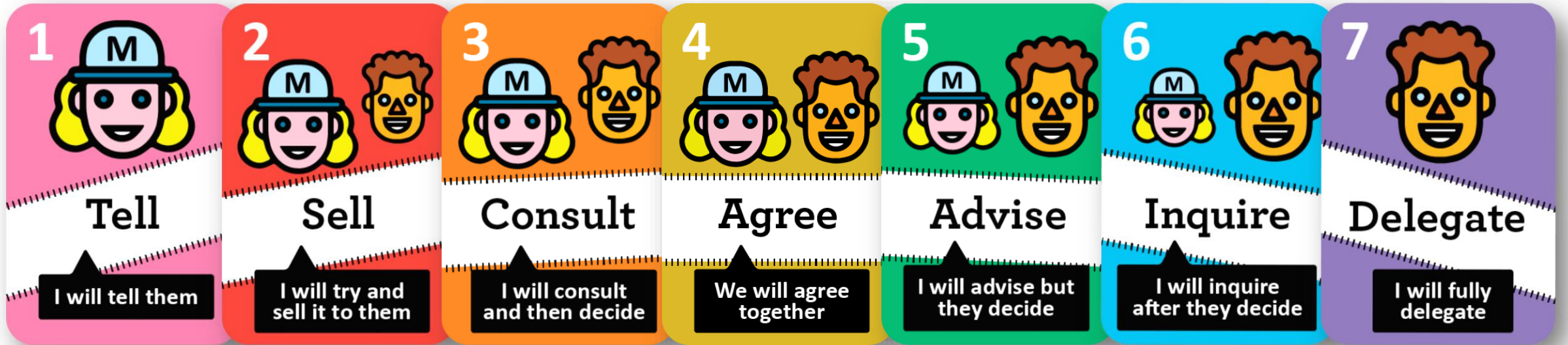
7. Delegate

You leave the decision to them and you don't even want to know about details that would just clutter your brain.









The 7 Levels of Delegation is a symmetrical model.

It works in both directions.



A delegation board gives managers “something to control”. It is better that they push around the notes on a delegation board rather than the people in their organization.

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

0

• DELEGACJE

• WYPICIA 2 GODZCHI POWIĄZANIE LIMITU

• AWANSE NA SEZ

• PODWYŻKI

• ZWOLNIENIA

• REKRUTACJA - DECYZJA

• REKRUTACJA - OFERTA

• URLOPY

• ZMIANA ROL NA TC

P

1
TELL

2
SELL

3
CONSULT

4
AGREE

5
ADVISE

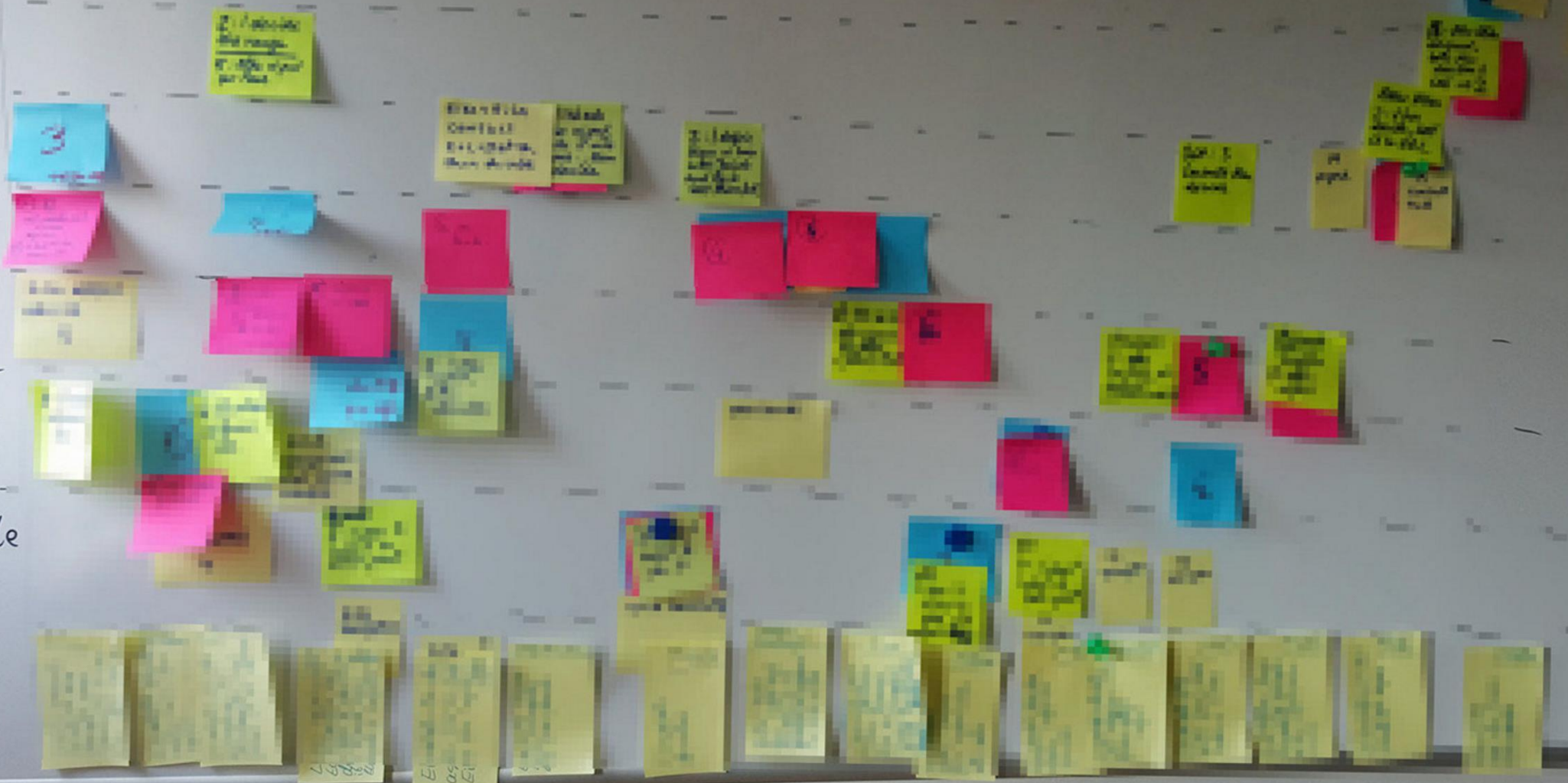
6
INQUIRE

7
DELEGATE




- 1 Firing
- 2 Hiring (choosing)
- 3 Salaries
- 4 yearly feedback
- 5 who does what?
- 6 Changing Team Structure
- 7 Training
- 8 Setting Constraints
- 9 prio
- 10 Meetings
- 11 1:1
- 12 Processes
- 13 SLA's
- 14 Projects outside support
- 15 New Hires
- 16 Strategy + vision

- 1 Tell
- 2 Sell
- 3 Consult
- 4 Agree
- 5 Advise
- 6 Inquire
- 7 Delegate





1



Tell

I will tell them


2



Sell

I will try and sell it to them


3



Consult

I will consult and then decide

4



Agree

We will agree together

5



Advise

I will advise but they decide

6



Inquire

I will inquire after they decide

7



Delegate

I will fully delegate

m30.me/delegation-poker

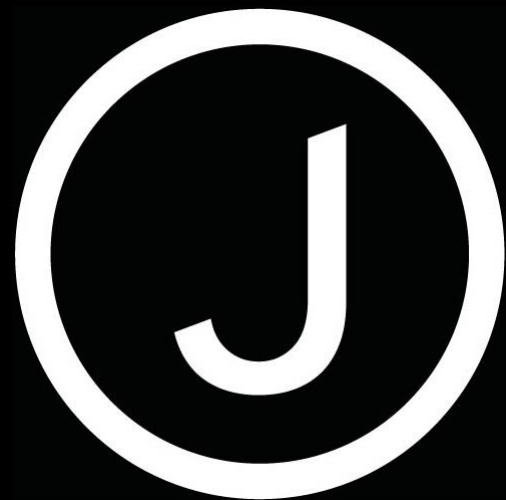


4

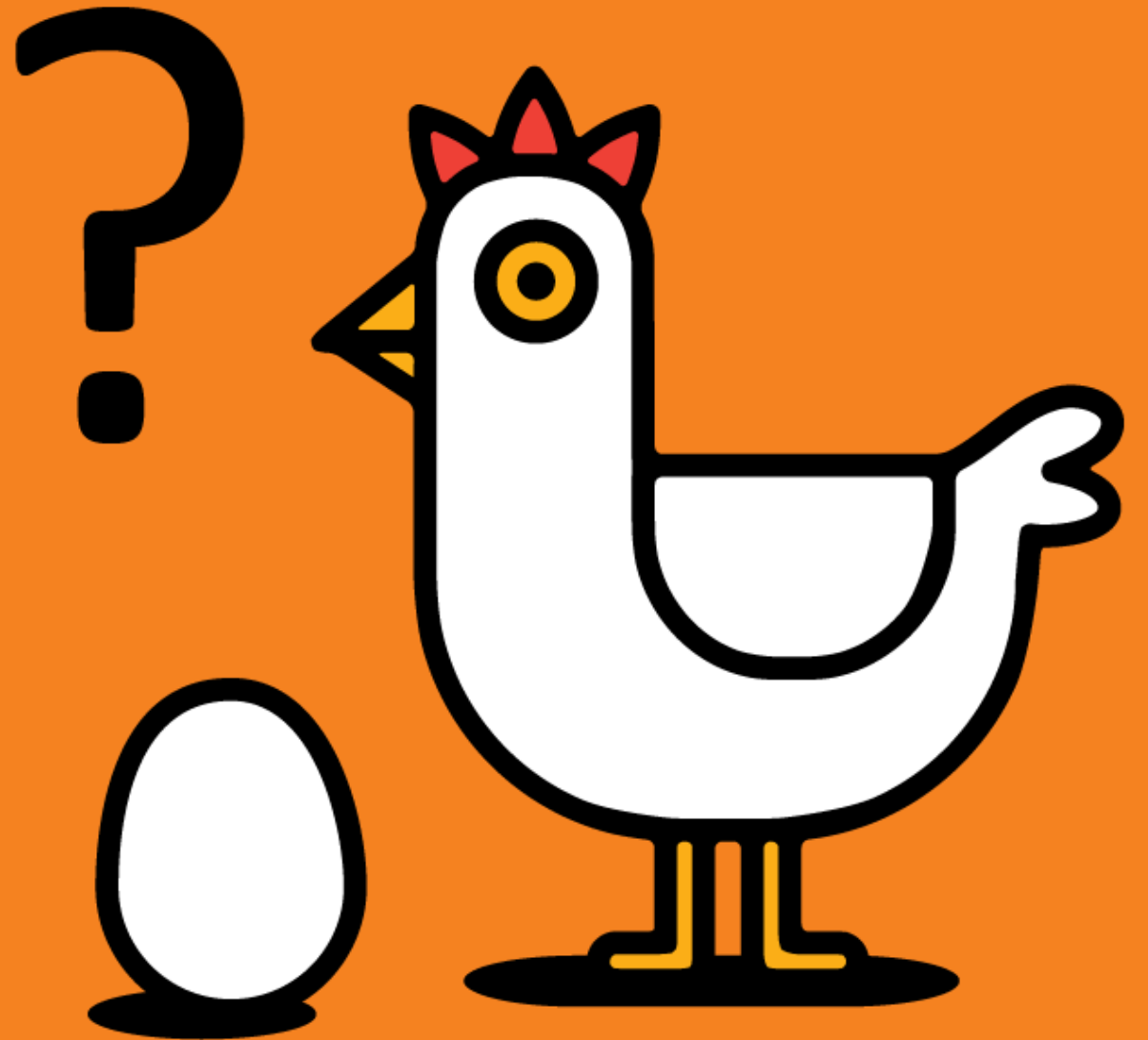
delegation boards & delegation poker

Empower Workers with Clear Boundaries





Does success lead to happiness, or does happiness lead to success?



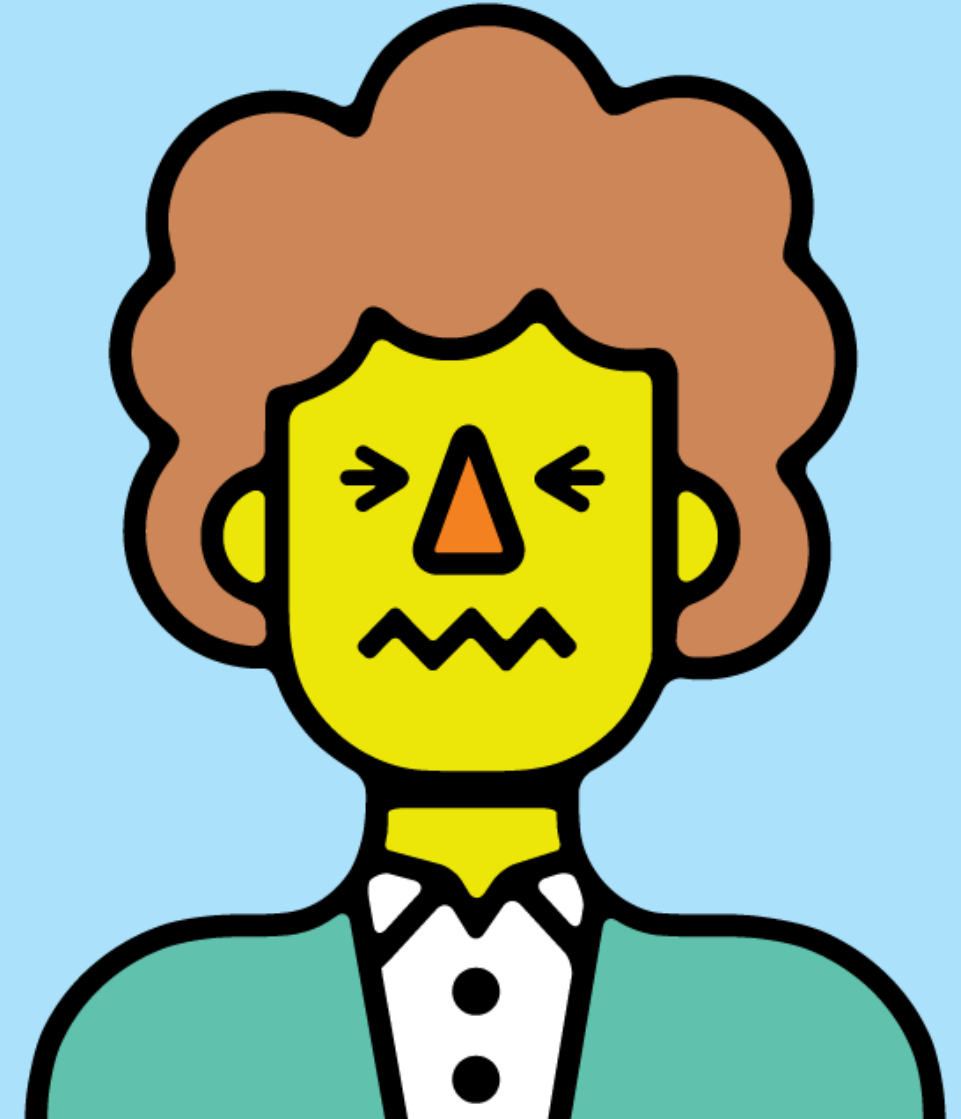
Argh, it's difficult!

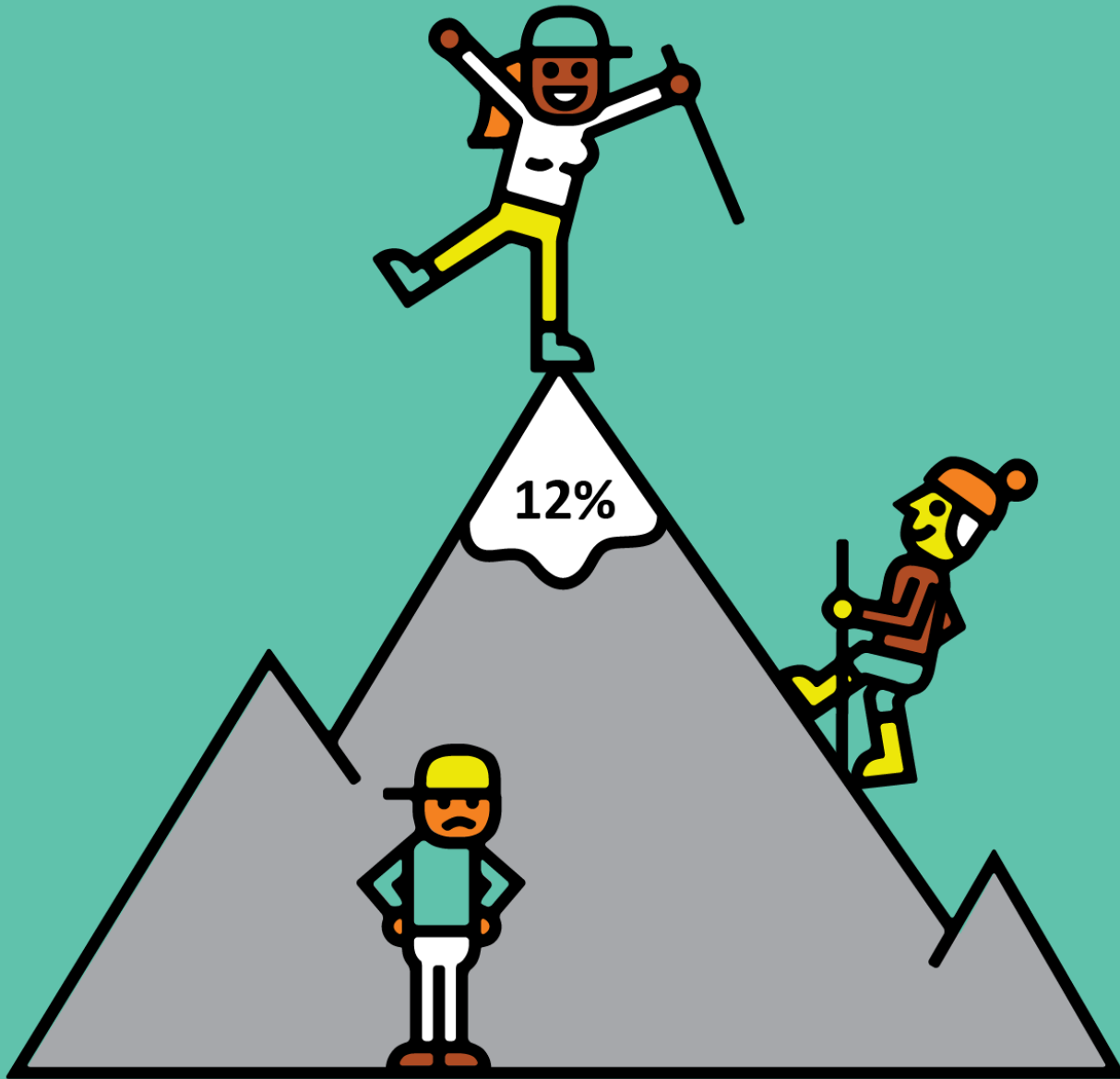
We now know that happiness is the precursor to success, not merely the result.

- Shawn Achor, *The Happiness Advantage*

Does employee satisfaction lead to high performance? Probably, but [...] the reverse effect is stronger.

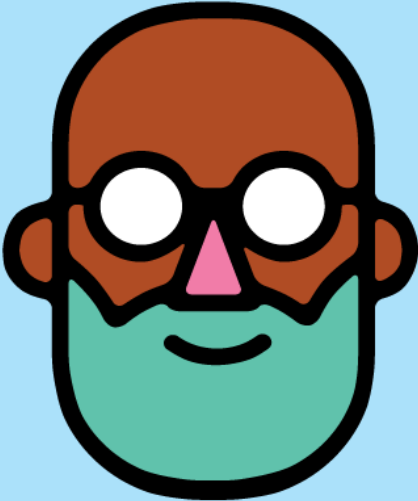
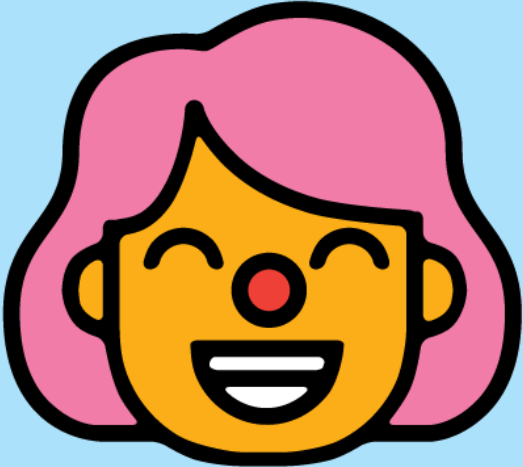
- Phil Rosenzweig, *The Halo Effect*





**Despite the complexity,
a simple fact is...
Happy workers do more
and achieve more**

**What are the things
that make people
happy in their jobs?**



Thank someone and be appreciative toward
your colleagues, every single day



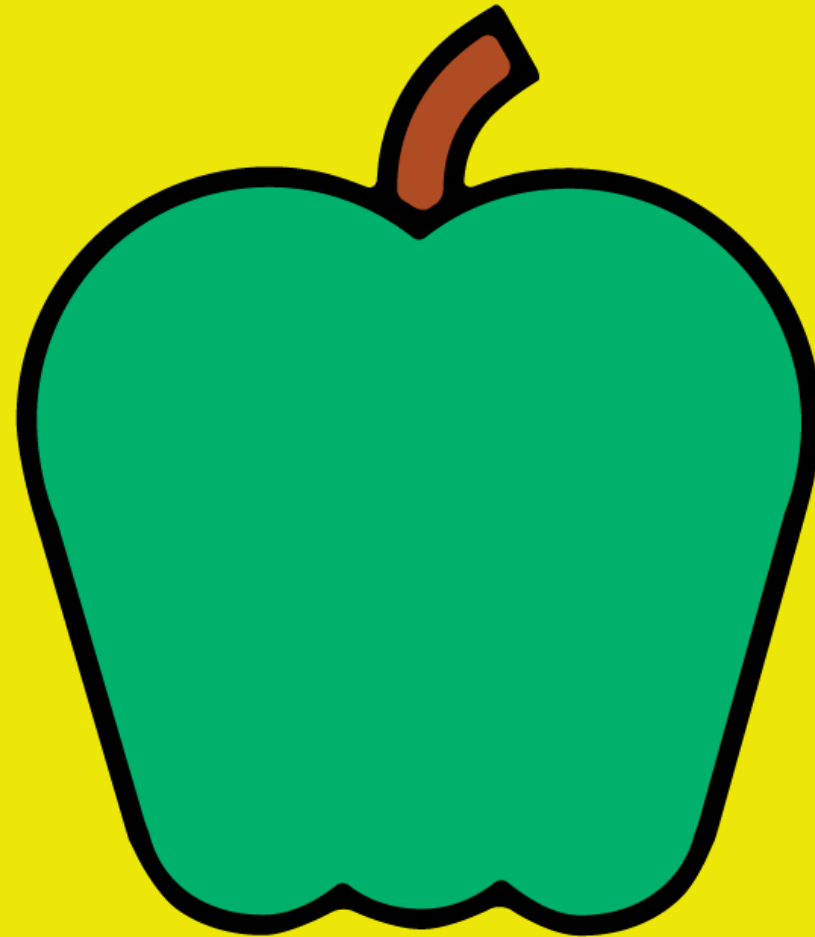
Give something to
another person or make
it possible for others to
offer gifts



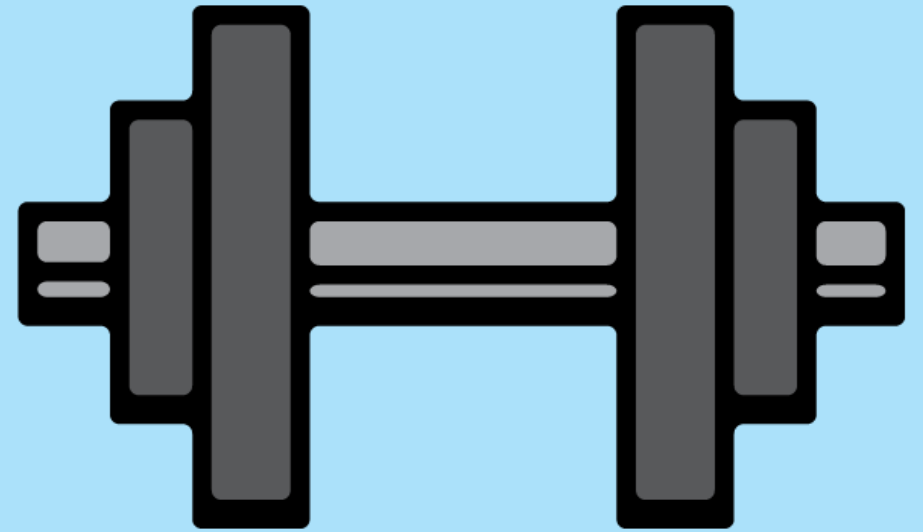


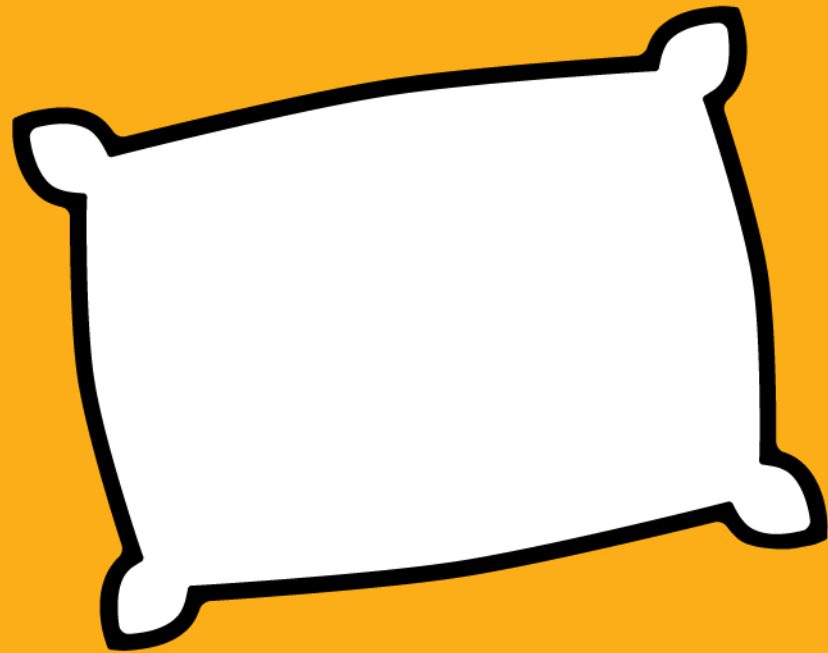
Help someone who is in need of assistance, or enable colleagues to help each other

Eat well, and make good, healthy foods easily available for everyone



Exercise and work out regularly and make it easy for people to take care of their bodies



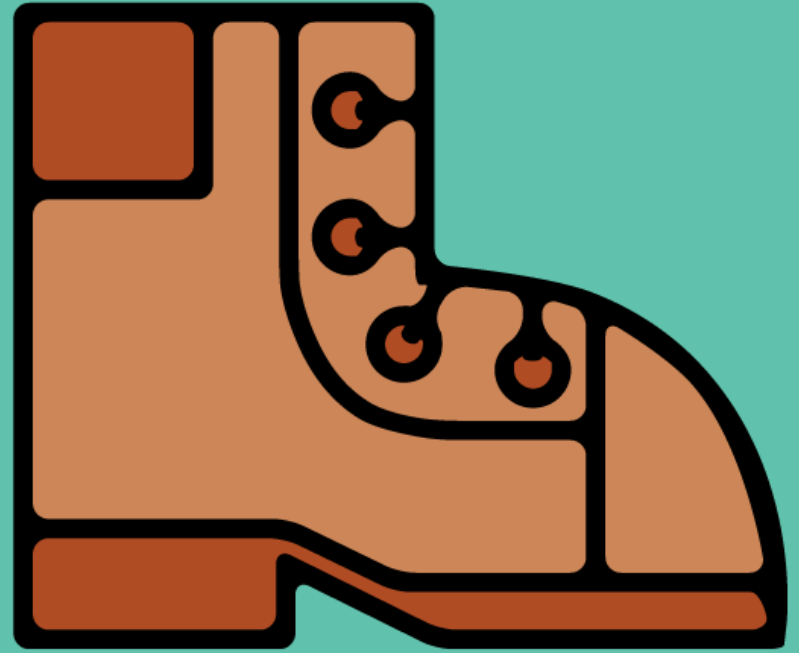


Rest well, sleep sufficiently, and enable colleagues to refresh their minds



Experience new things, try stuff out, and let people run all kinds of experiments

Hike outdoors, enjoy nature, and allow people an escape from the office and the city





Meditate and get
people to learn and
adopt mindfulness
practices

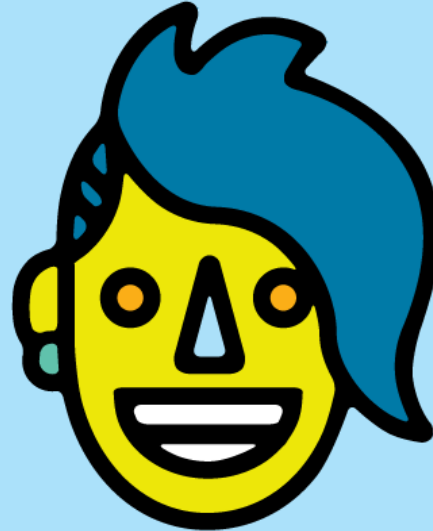
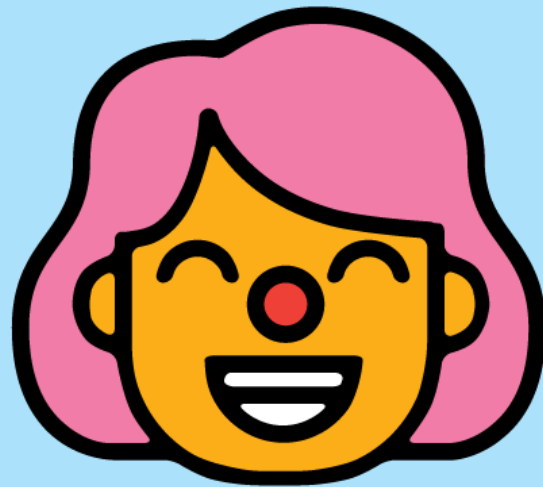
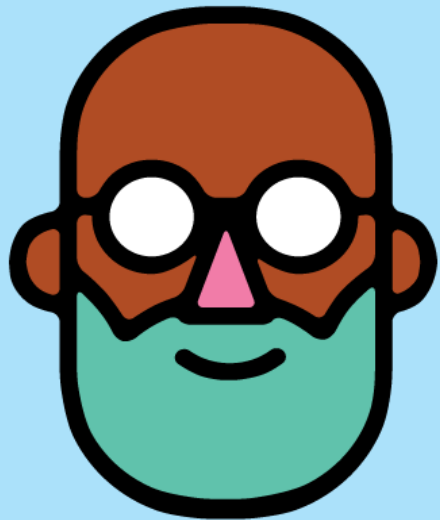
Socialize, relate to other people, and make it easy for colleagues to develop connections





Aim for a goal and get people to understand and realize their own purpose

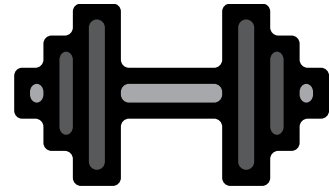
Smile whenever you can, appreciate humor,
and get colleagues to engage in fun activities



12 Steps to Happiness (all backed by science)



Thank



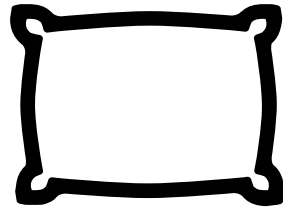
Exercise



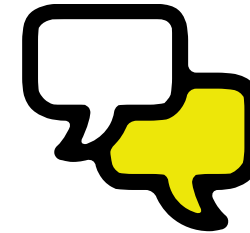
Meditate



Give



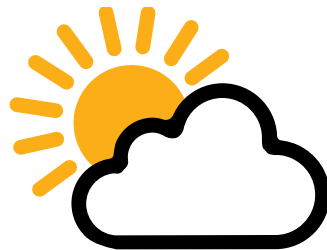
Rest



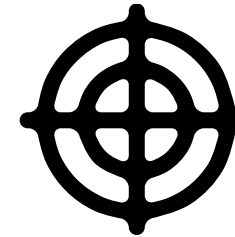
Socialize



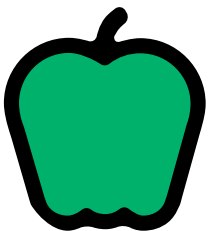
Help



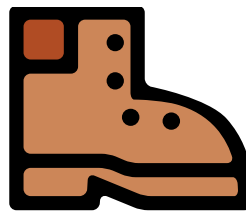
Experience



Aim



Eat Well



Hike



Smile

m30.me/twelve-steps

12 STEPS TO HAPPINESS



Thank

Thank someone and be appreciative toward your colleagues, every single day.



Experience

Experience new things, try stuff out, and let people run all kinds of experiments.



Give

Give something to another person or make it possible for others to offer gifts.



Hike

Hike outdoors, enjoy nature, and allow people an escape from the office and the city.



Help

Help someone who is in need of assistance, or enable colleagues to help each other.



Meditate

Meditate and get people to learn and adopt mindfulness practices.



Eat Well

Eat well, and make good, healthy foods easily available for everyone.



Socialize

Socialize, relate to other people, and make it easy for colleagues to develop connections.



Exercise

Exercise and work out regularly and make it easy for people to take care of their bodies.



Aim

Aim for a goal and get people to understand and realize their own purpose.



Rest

Rest well, sleep sufficiently, and enable colleagues to refresh their minds.



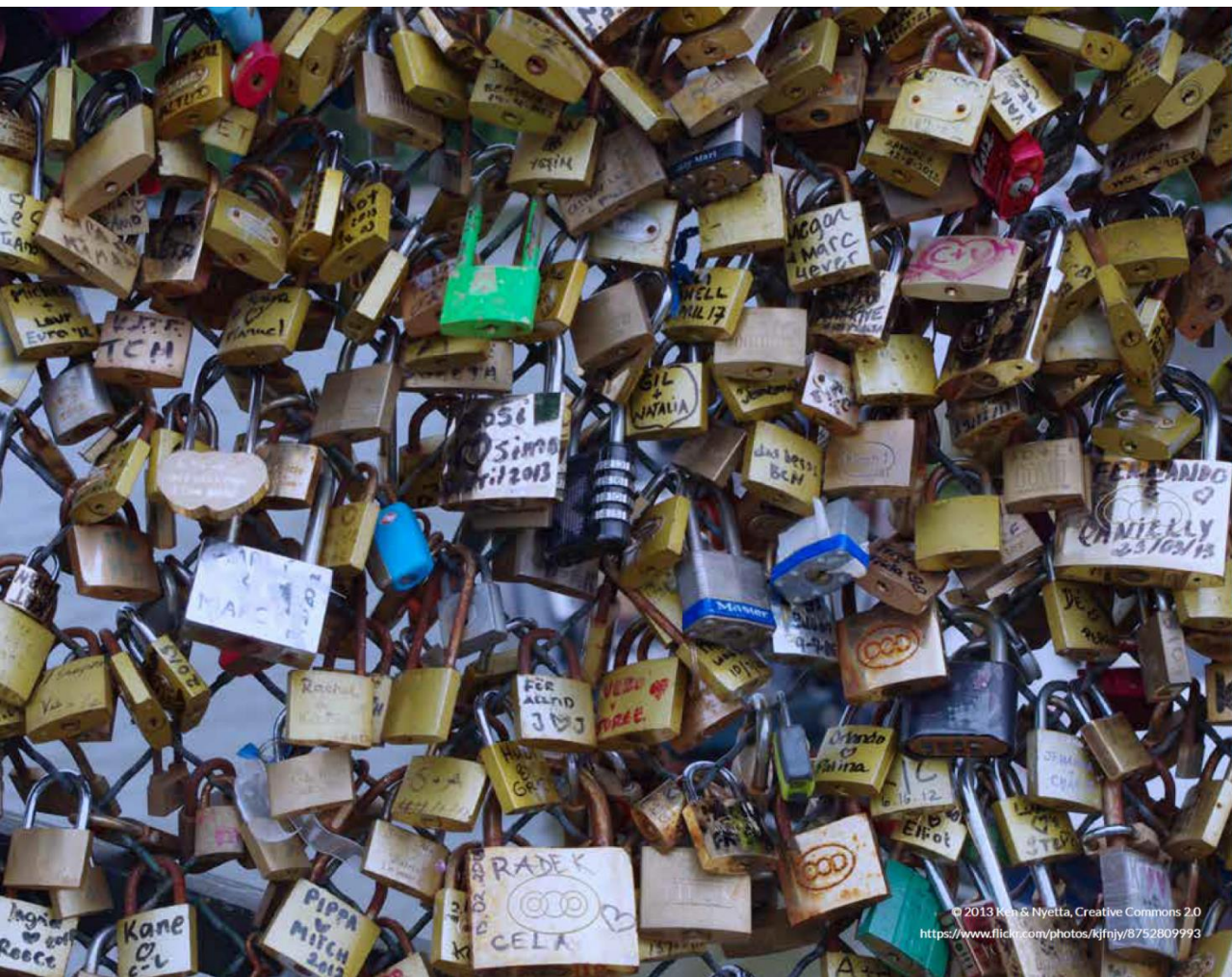
Smile

Smile whenever you can, appreciate humor, and get colleagues to engage in fun activities.

“Thank you all so much for bringing together so many voices in so many aspects of Agile. I am grateful I was able to be one of the voices.”

- Jean Tabaka (1954 – 2016)



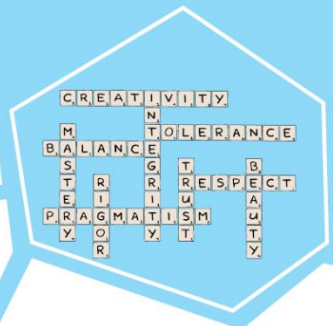


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5

value stories & culture books

Define the Culture by Sharing Stories



Social responsibility

Sustainability

A spirit of partnership

"Pro Ehrenamt" volunteering initiative



WHAT WE STAND FOR

**Our values.
Responsibility and sustainability.**

Social responsibility

Sustainability

A spirit of partnership

"Pro Ehrenamt" volunteering initiative



Volkswagen



WHAT WE STAND FOR

**Our values.
Responsibility and sustainability.**

● jurgenappelo

- # holidays
- # m30-booktour
- # m30-content
- # m30-crew
- # m30-email-certify
- # m30-email-info
- # m30-email-orders
- # m30-email-support
- # m30-marketing
- # meetings
- # org-crew
- # random
- # social-media
- # tool-talk

value-stories

🔒 website-content

DIRECT MESSAGES (15)

♥ slackbot

**jurgenappelo** 9:50 AM

Here's an example of something I always struggle with:

A book was returned to our fulfillment center. Track & trace says customer never picked it up from the post office. I contact the customer, and he says, "Yes, I was on business travel. Send it again please." No apology, nothing. We are simply expected to pay twice for shipping and handling because someone decides to go on a long business trip after making an order. How would you respond?

**petrick** 10:00 AM

I just read Jan's "express delivery" page on M30. Maybe on the "regular" payment page add a payment form "If you do not pick up from the post office in due time, and the package is returned to our fulfillment center, we'd love to send it to you again - however, we will charge your credit card with Eco for that second delivery" (can you do such thing?)

**jurgenappelo** 10:02 AM

Thanks, but that is not an option. Many customers complain that they never received a note from the shipping company. I believe them. We re-send for free, of course. But how do I know the customer is being honest about never receiving a note? Maybe they were on vacation and then say, "I never got a notification." How can I decide which people to charge? Seems impossible to me.

**Beette** 10:02 AM

I don't think there's a way to know. What I would do is assume that people are honest and meant well (and are also mostly slightly retarded). 🙄



|





Values



Handbooks / Culture Books

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

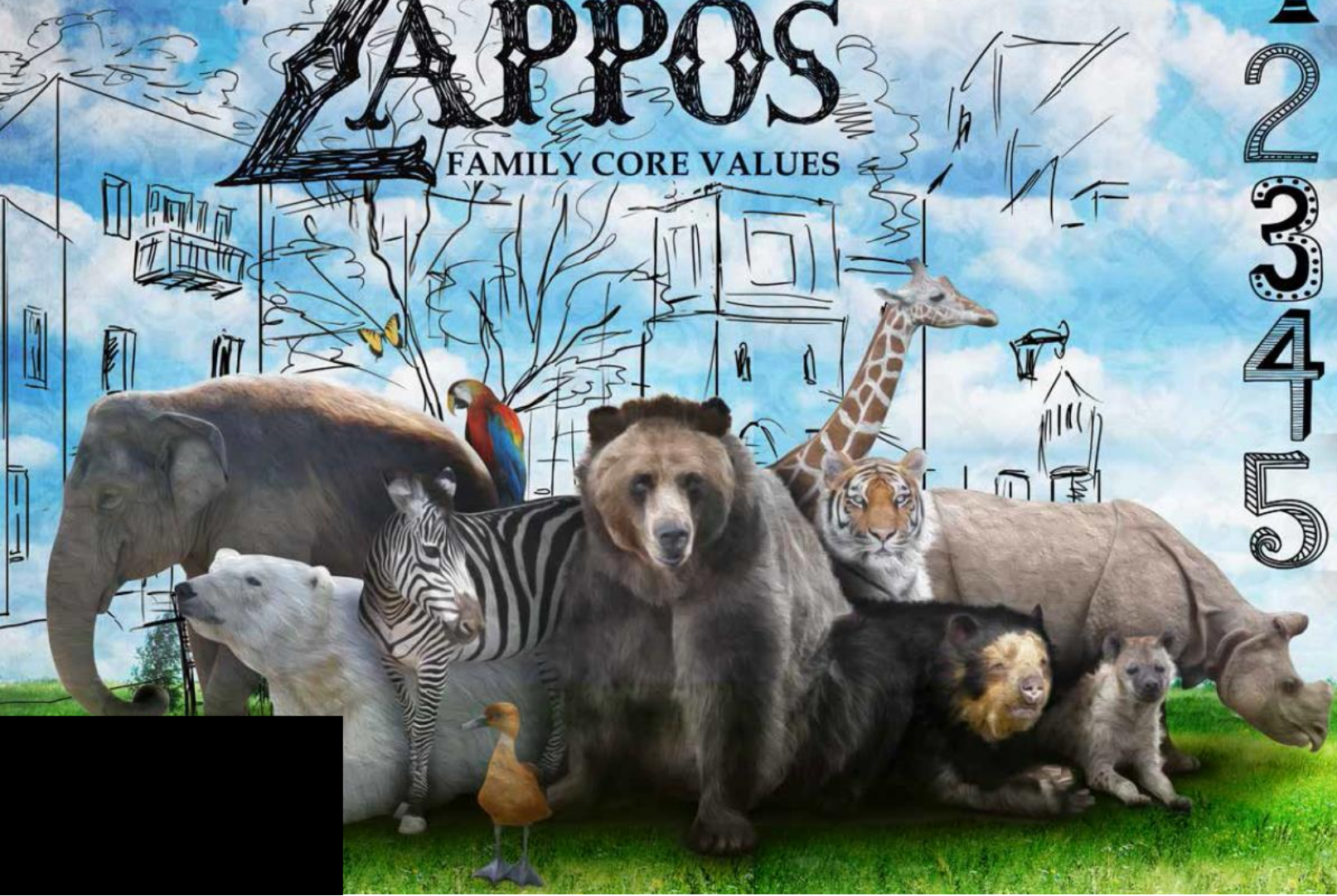
{ As Defined by our Employees,
Partners and Customers. }



2014
**CULTURE
BOOK**

ZAPPOS

FAMILY CORE VALUES



1 Deliver WOW Through Service

2 Embrace and Drive Change

3 Create Fun and A Little Weirdness

4 Be Adventurous, Creative, and Open-Minded

5 Pursue Growth and Learning

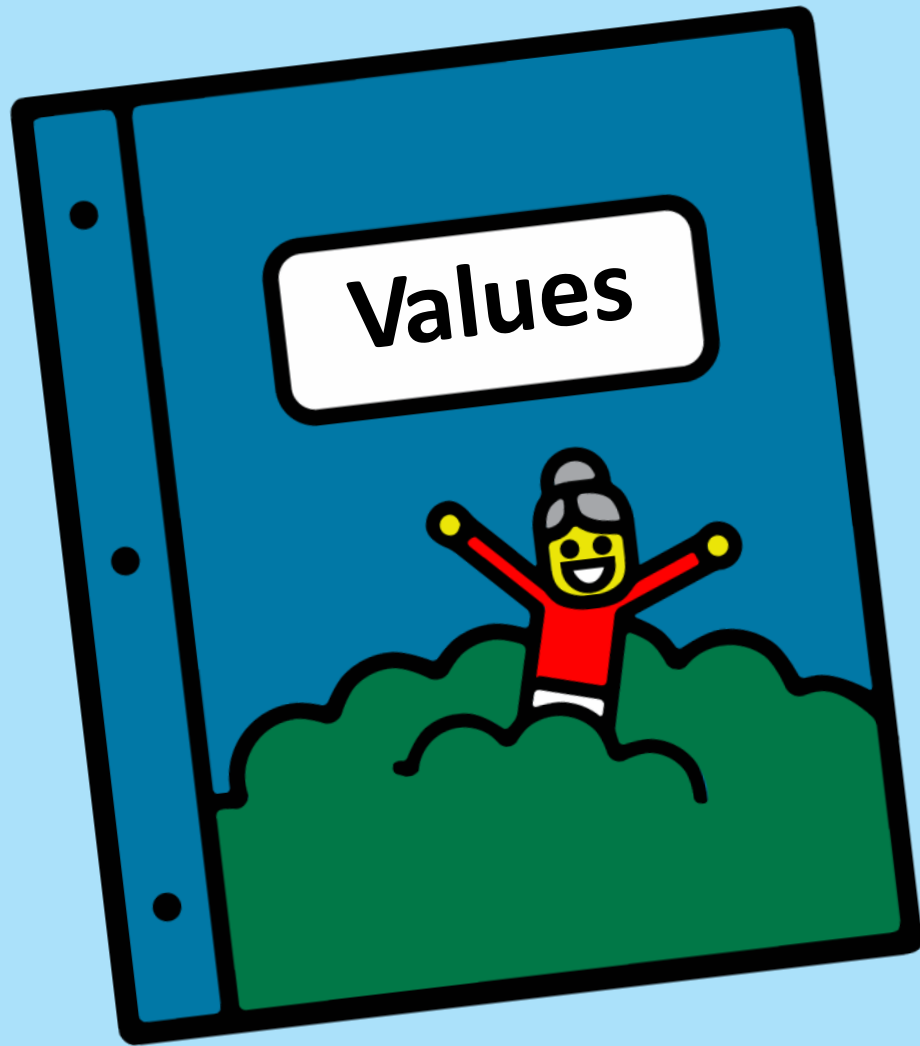
6 Build Open and Honest Relationships

7 Build a Positive Team and Family

8 Do More With Less

9 Be Passionate and Determined

10 Be Humble



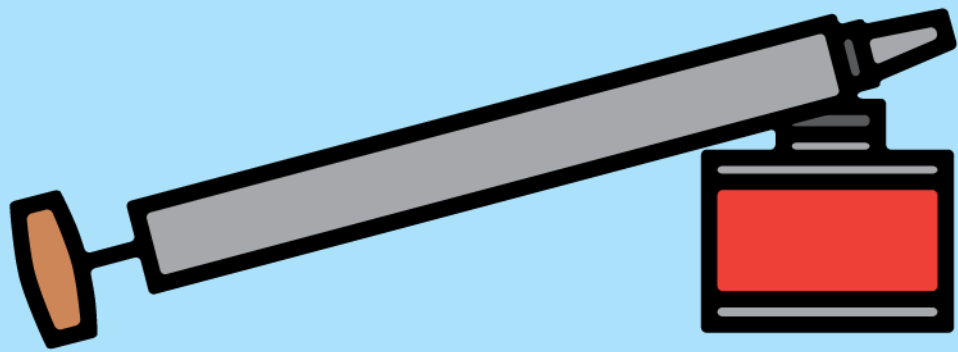
Comparing documented values with stories of actual behaviors helps you reinforce and redefine the culture, iteratively.

Values Day

Many organizations hold a yearly company-wide values day where everybody is invited [...] to revisit the organization's purpose, values, and ground rules and inquire how they [...] live up to them.

- Frédéric Laloux, *Reinventing Organizations*

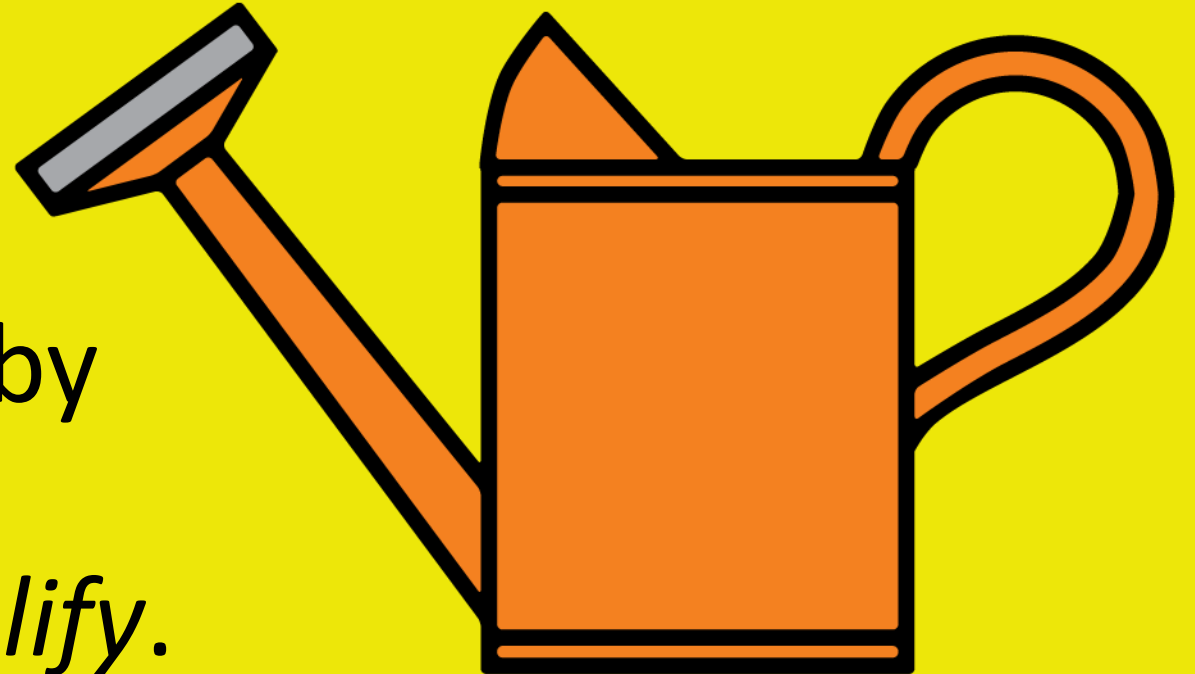


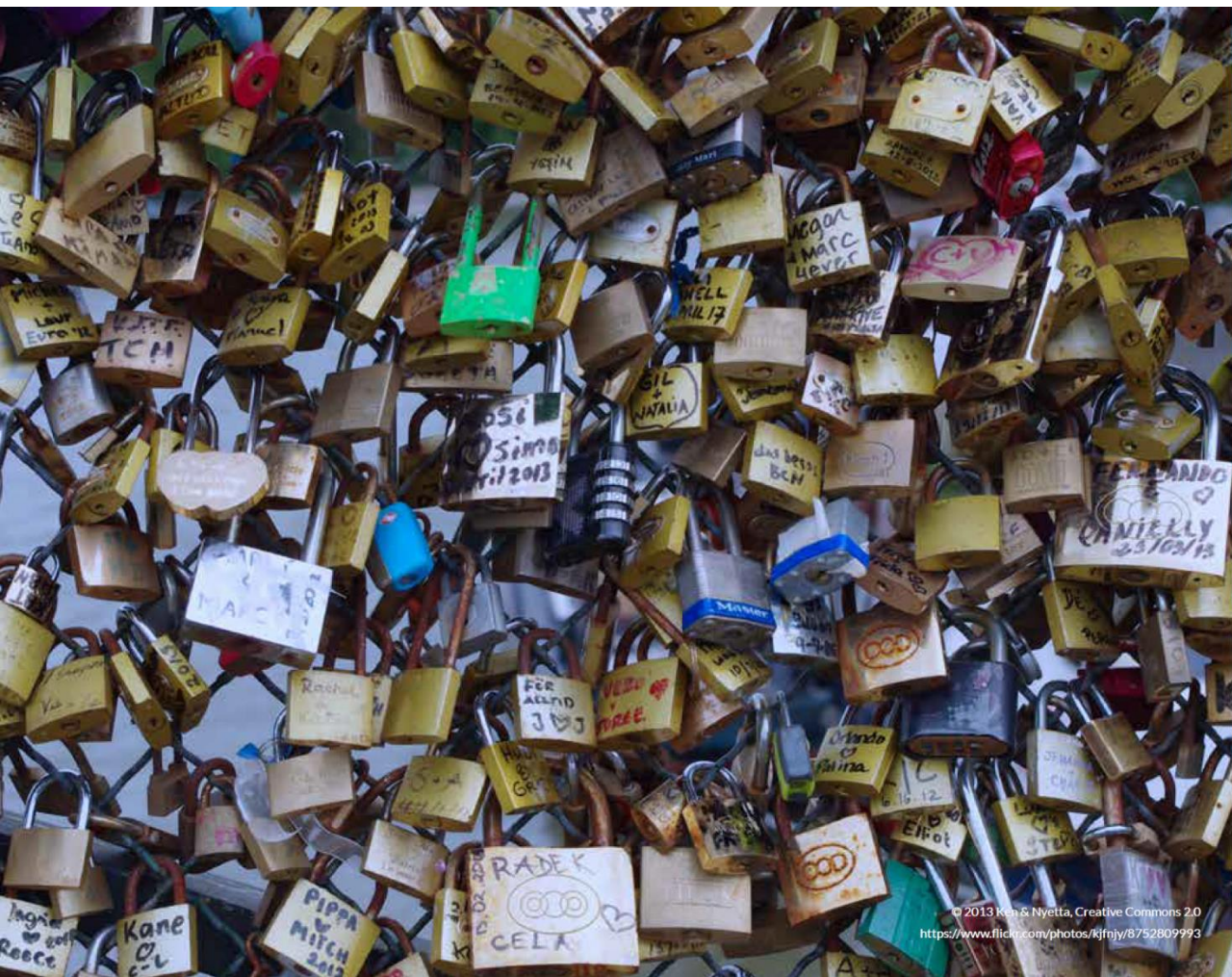


The culture of any organization is shaped by the worst behavior the leader is willing to tolerate.

- Gruenter and Whitaker (*source unknown*)

The culture of any organization is shaped by the *best* behavior the leader is willing to *amplify*.



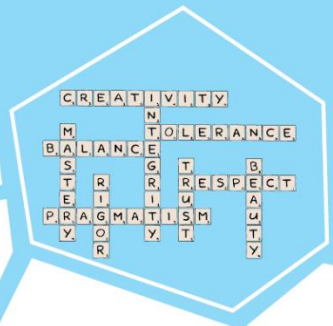


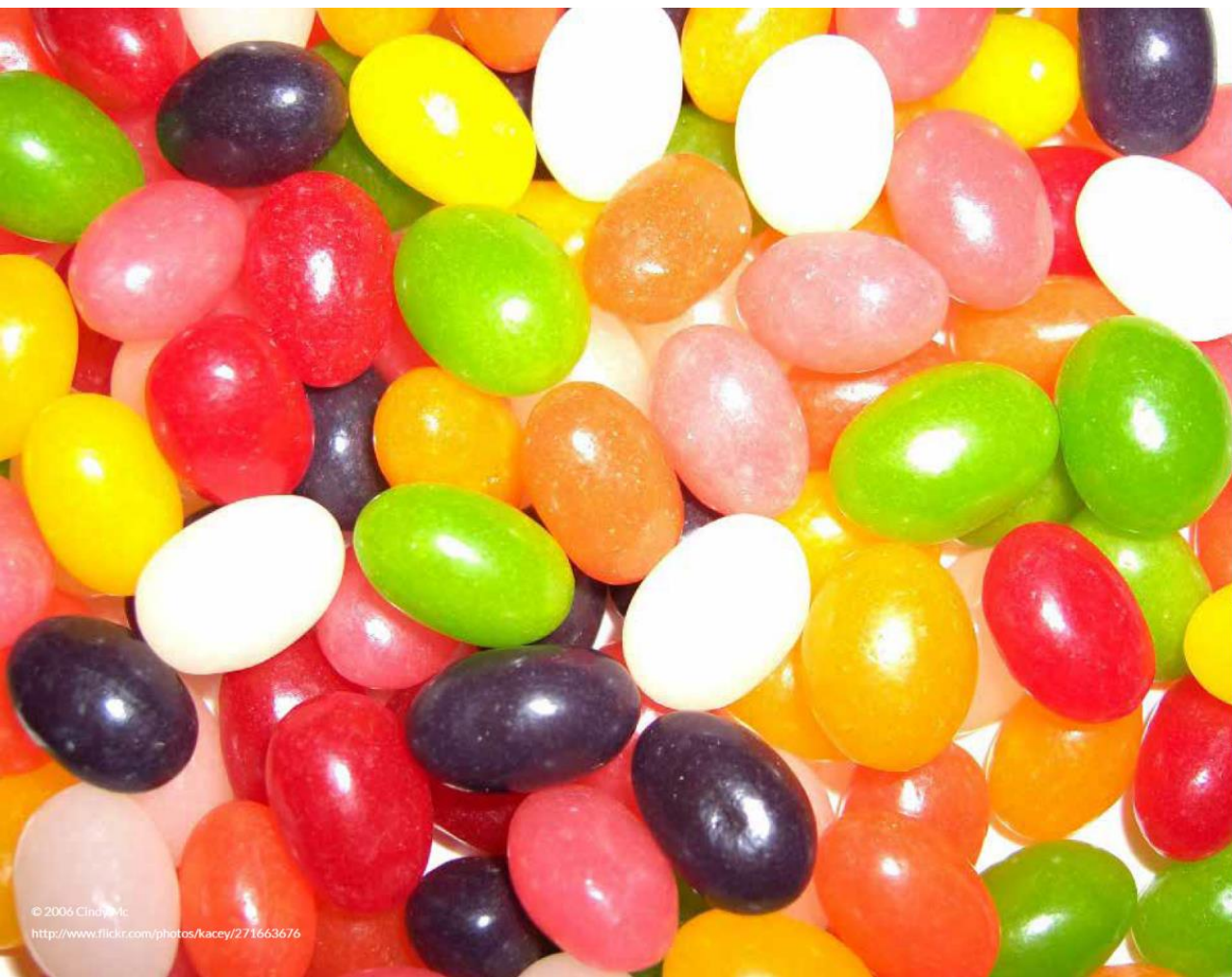
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<https://www.flickr.com/photos/kfnyjy/8752809993>

5

value stories & culture books

Define the Culture by Sharing Stories



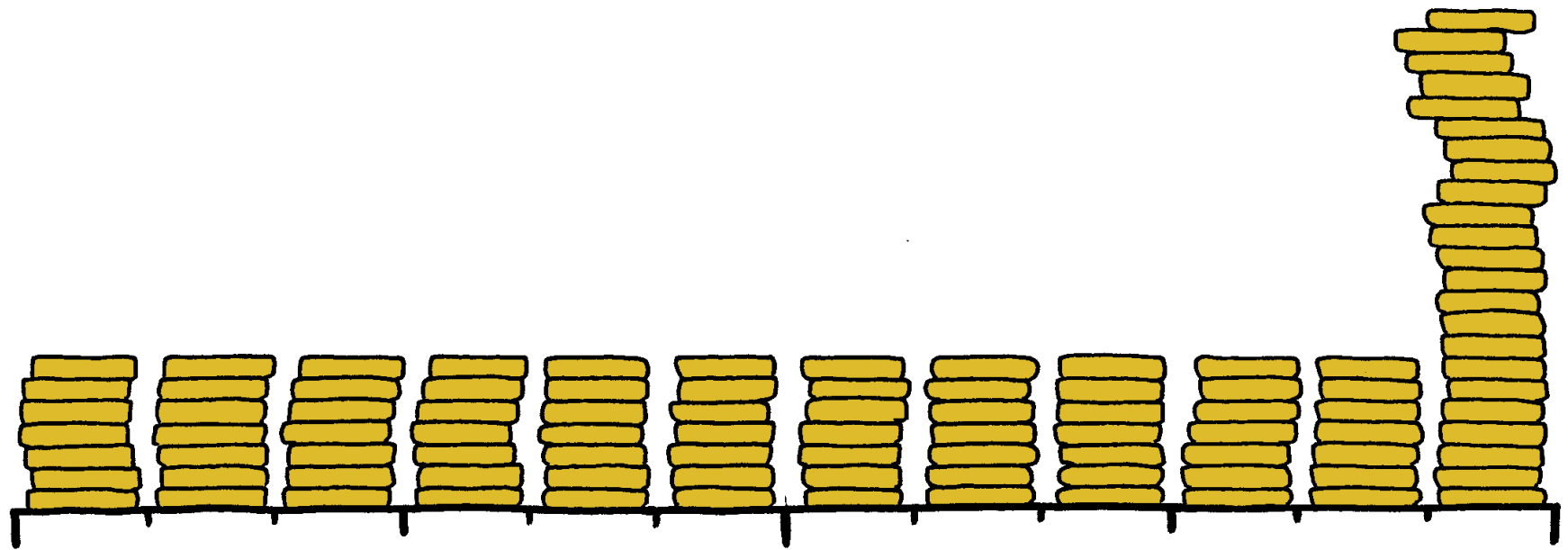


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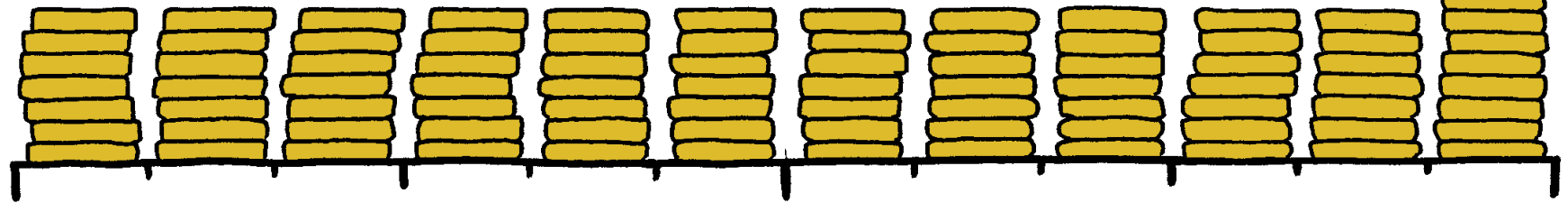
merit money

Pay People According to Their Merits

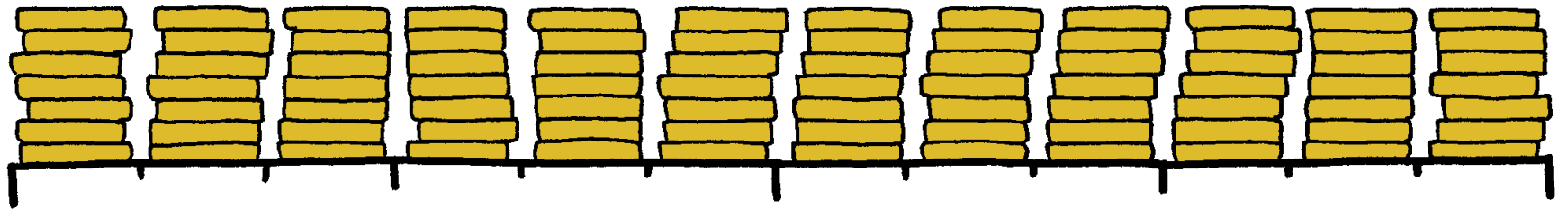
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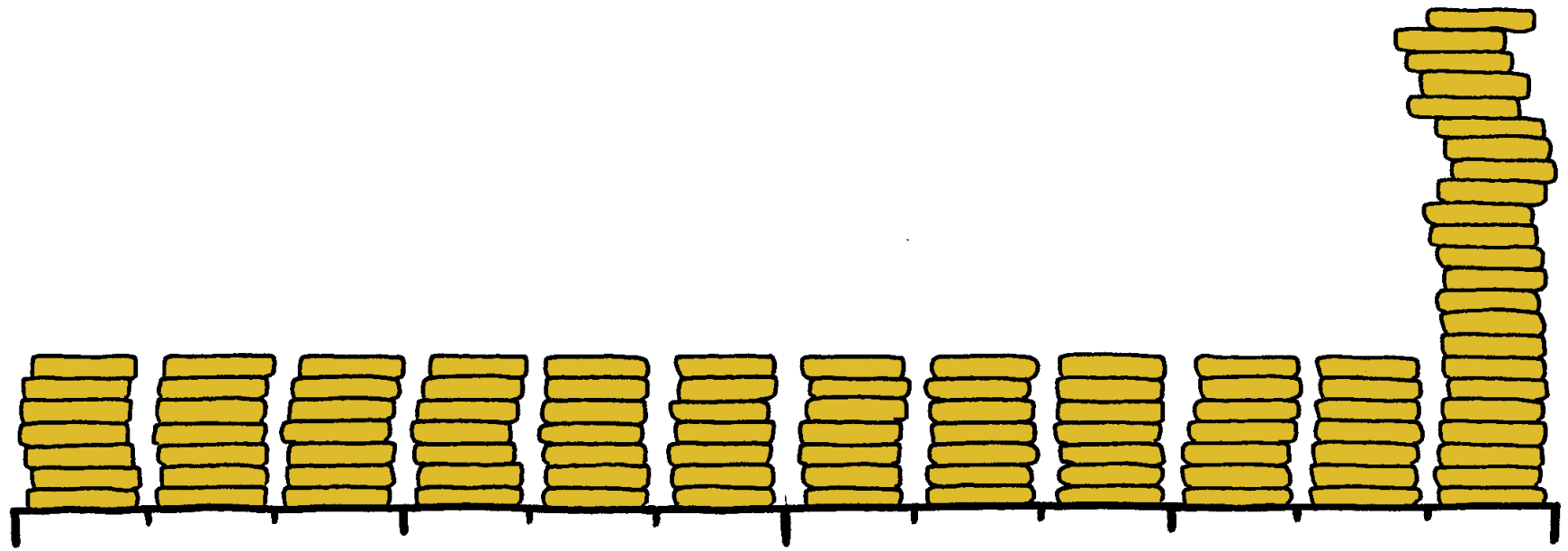
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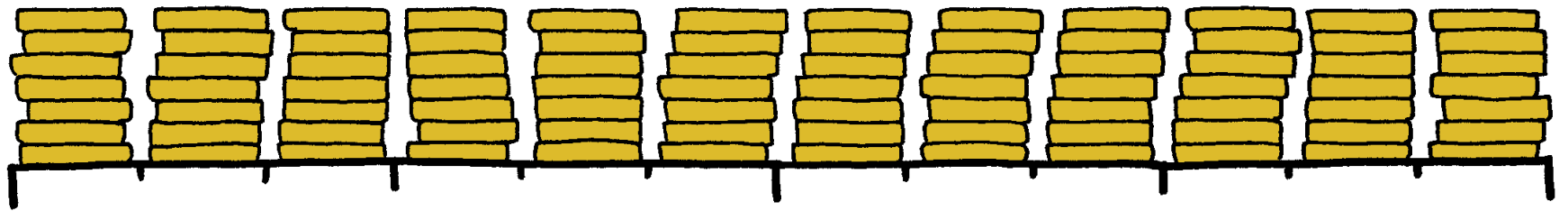
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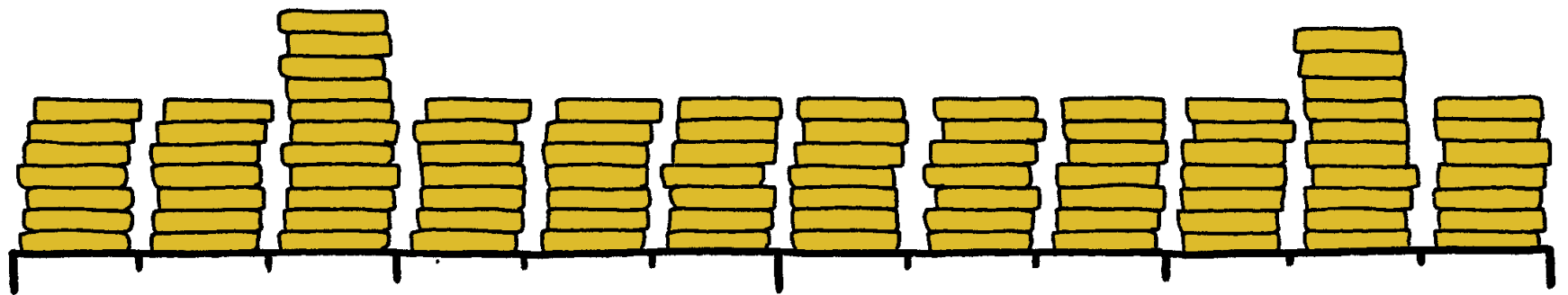
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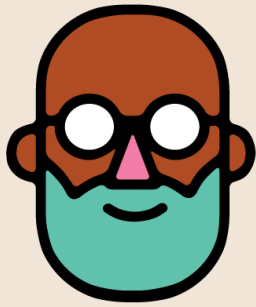
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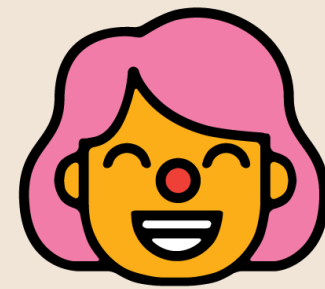
C



100



100



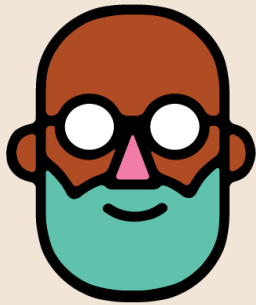
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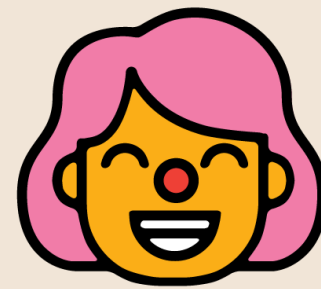
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90



100



100

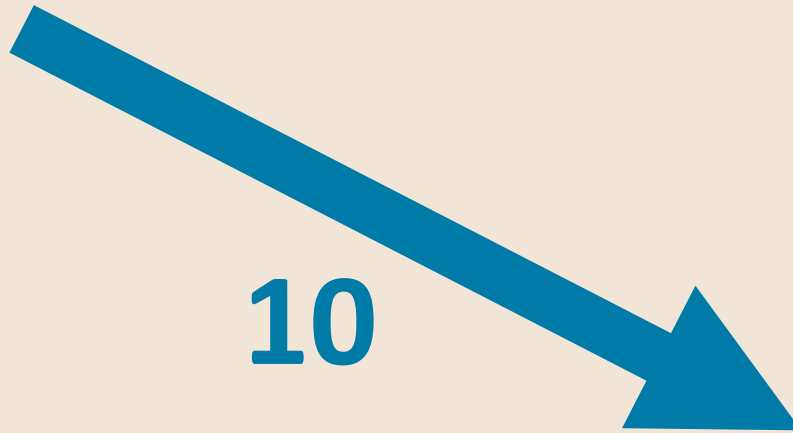


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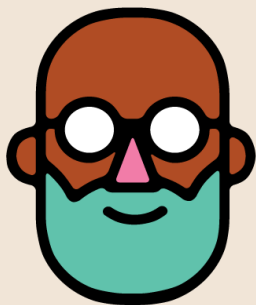


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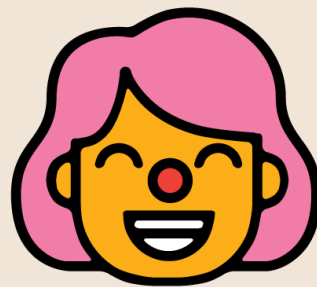
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95

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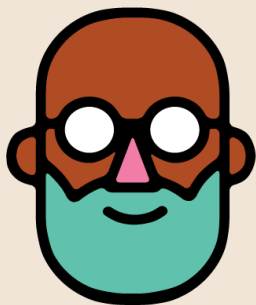


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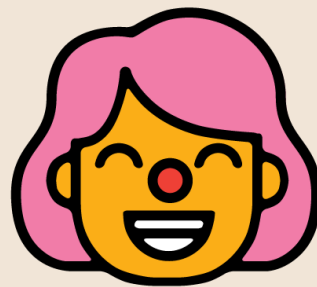


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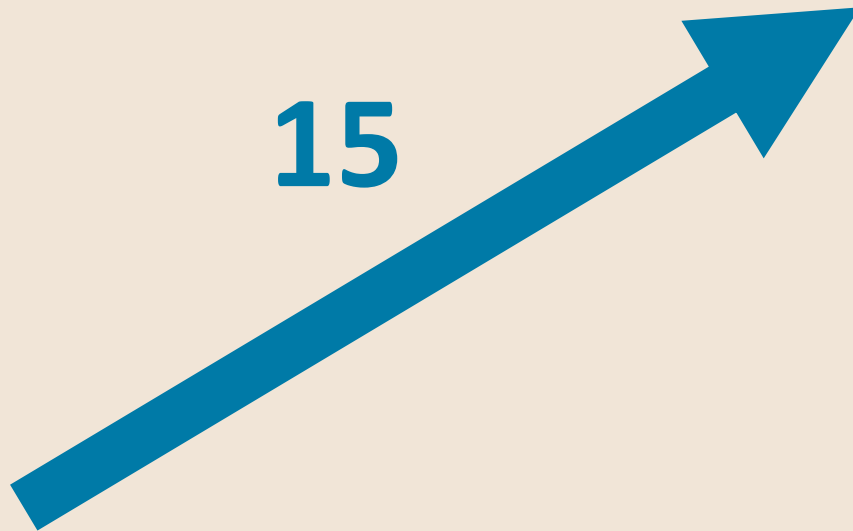
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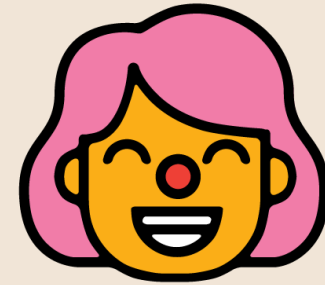
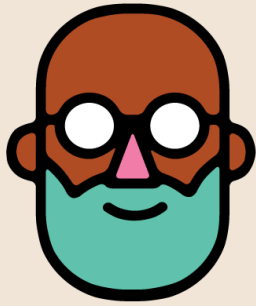


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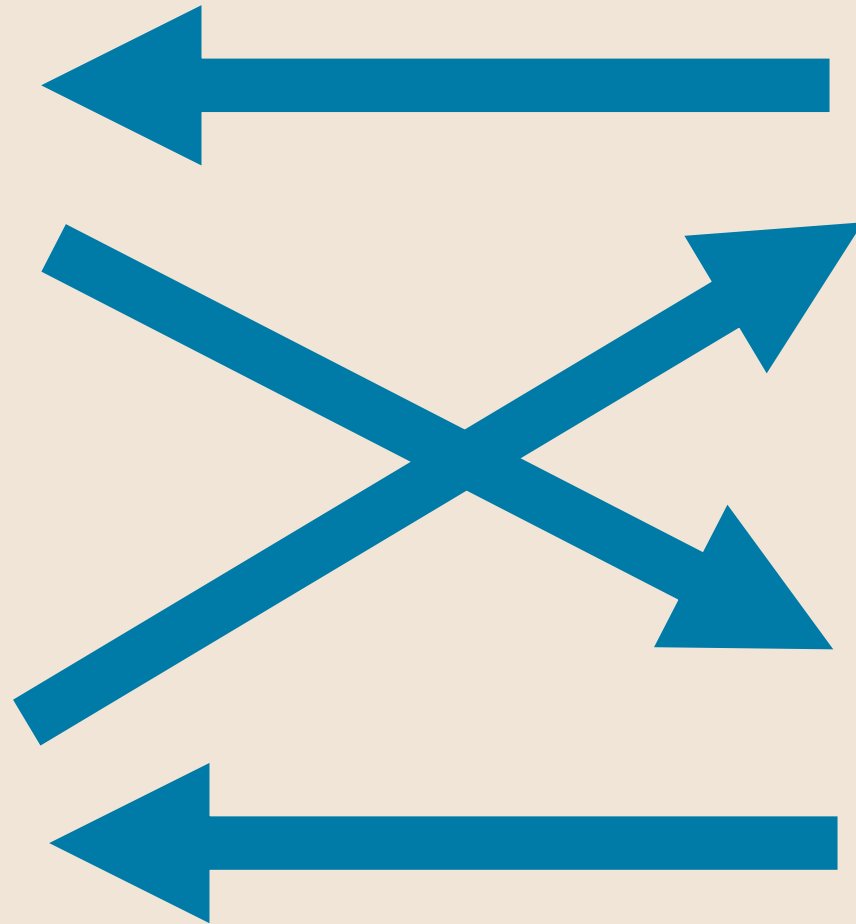
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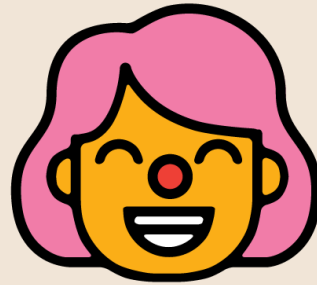
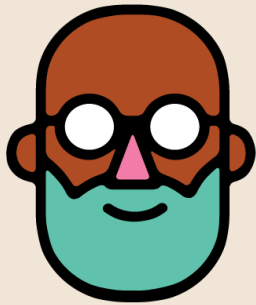
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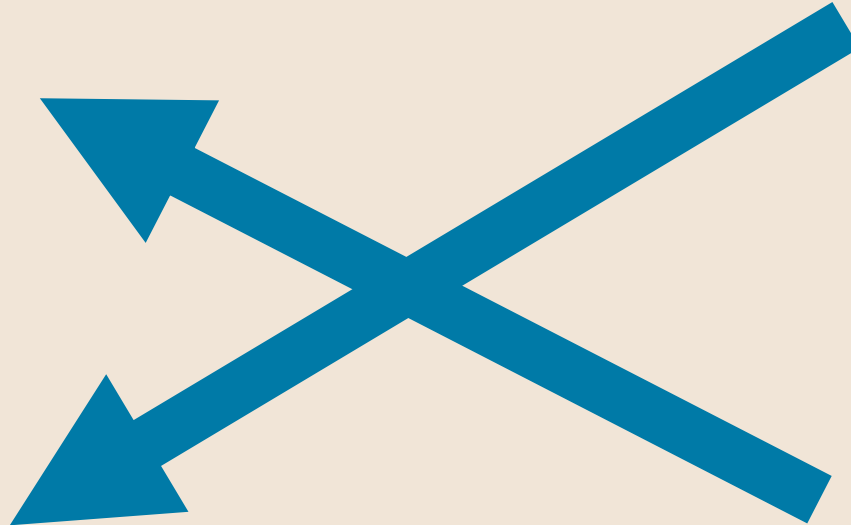
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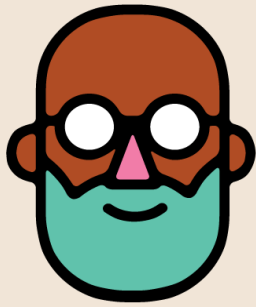


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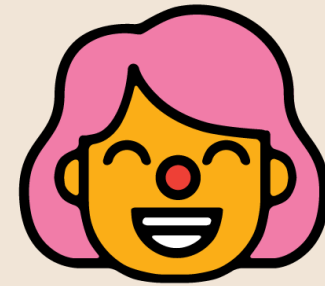
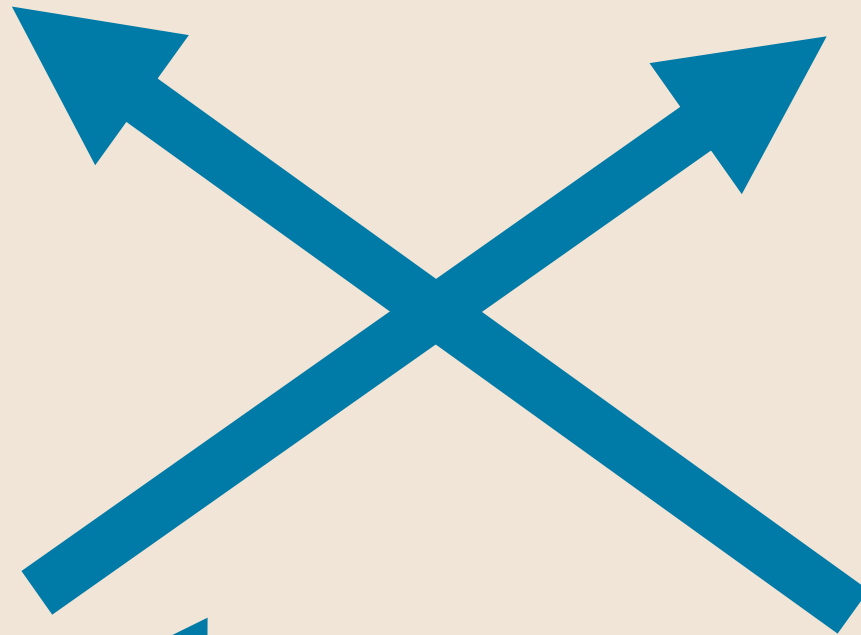
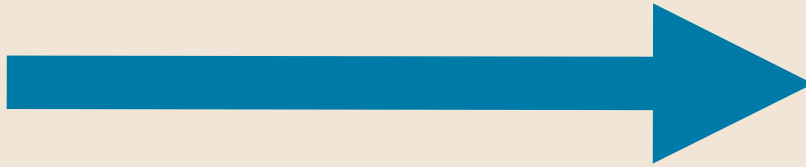


200

315



260

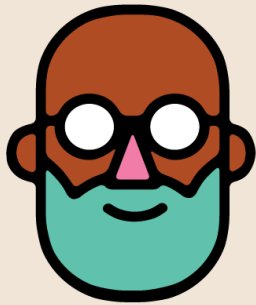


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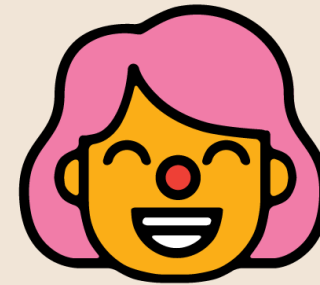


320

315



€ 1000



305

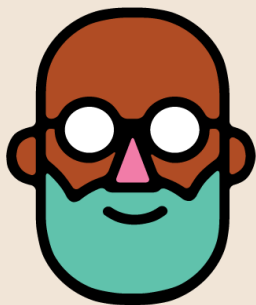


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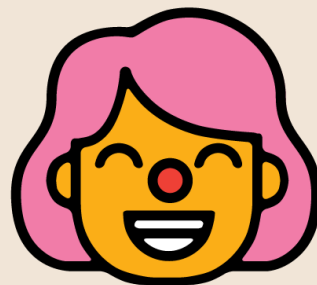


320

315



€ 2000



305

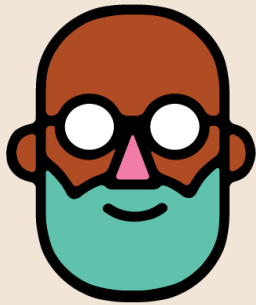


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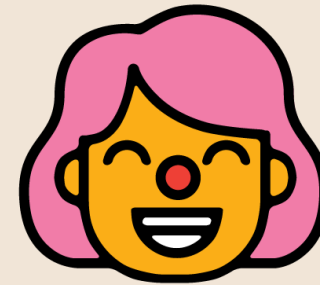


320

315



€ 3000



305

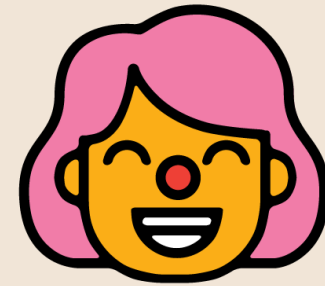
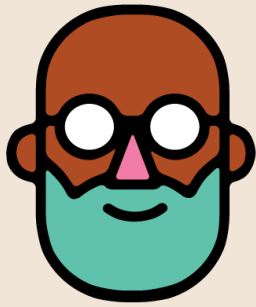


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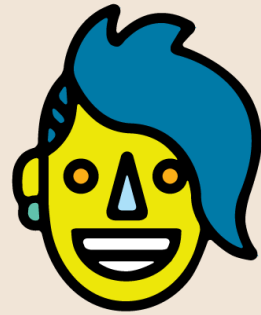
€ 787
315



€ 763
305



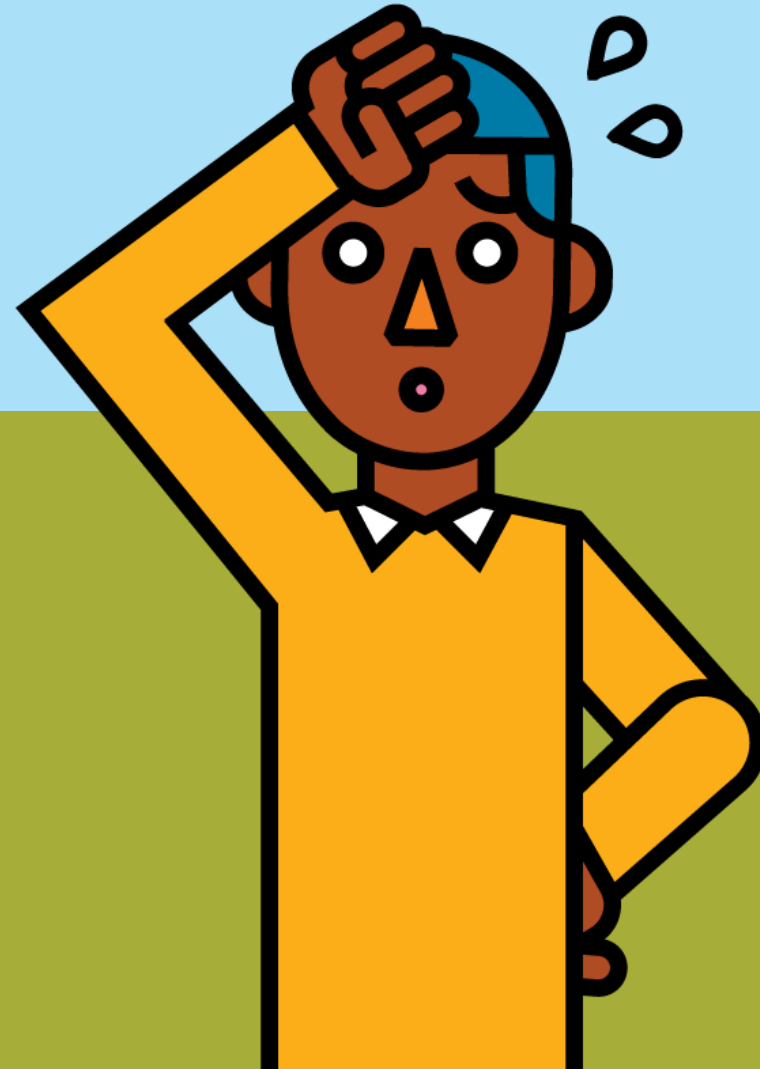
€ 650
260

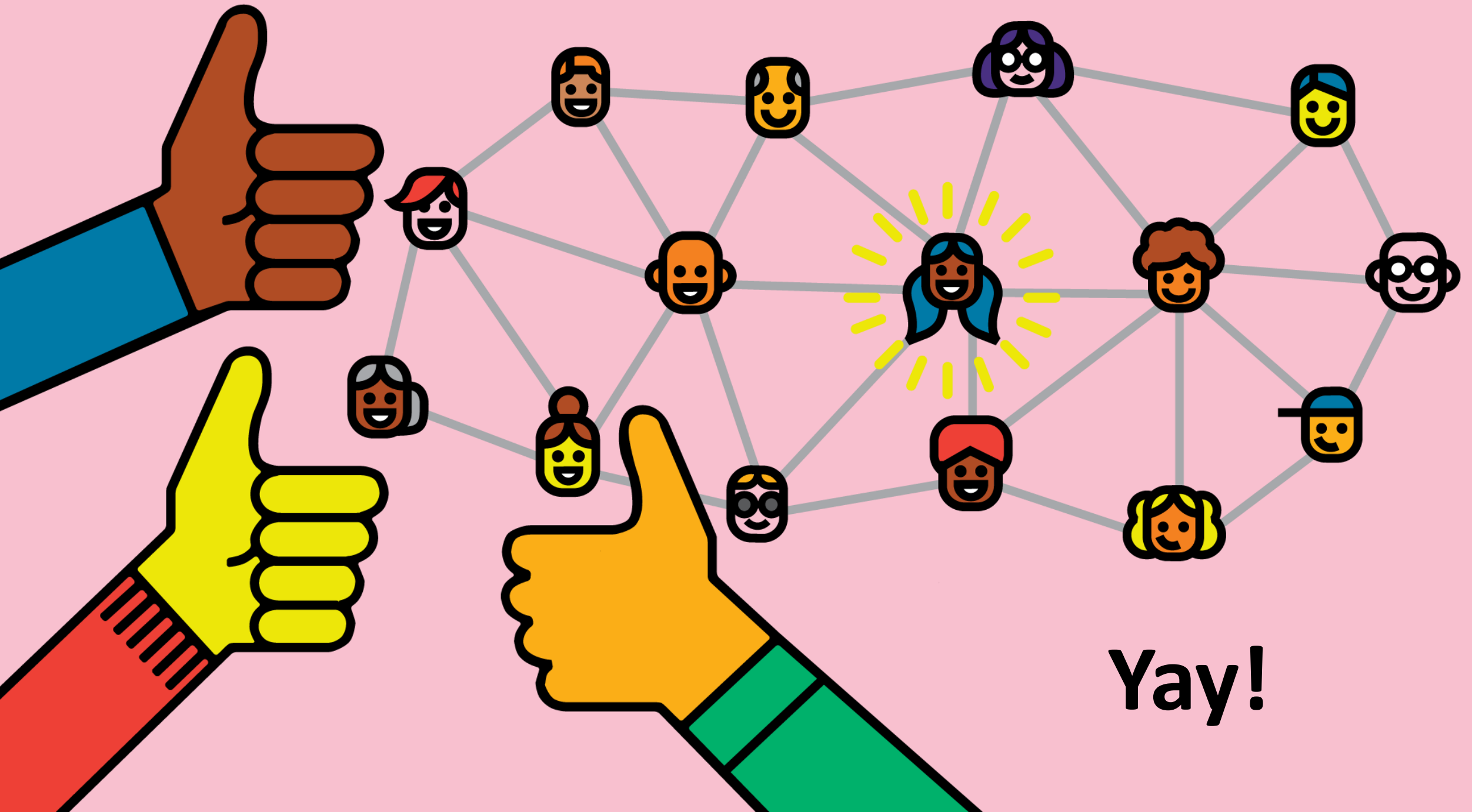


€ 800
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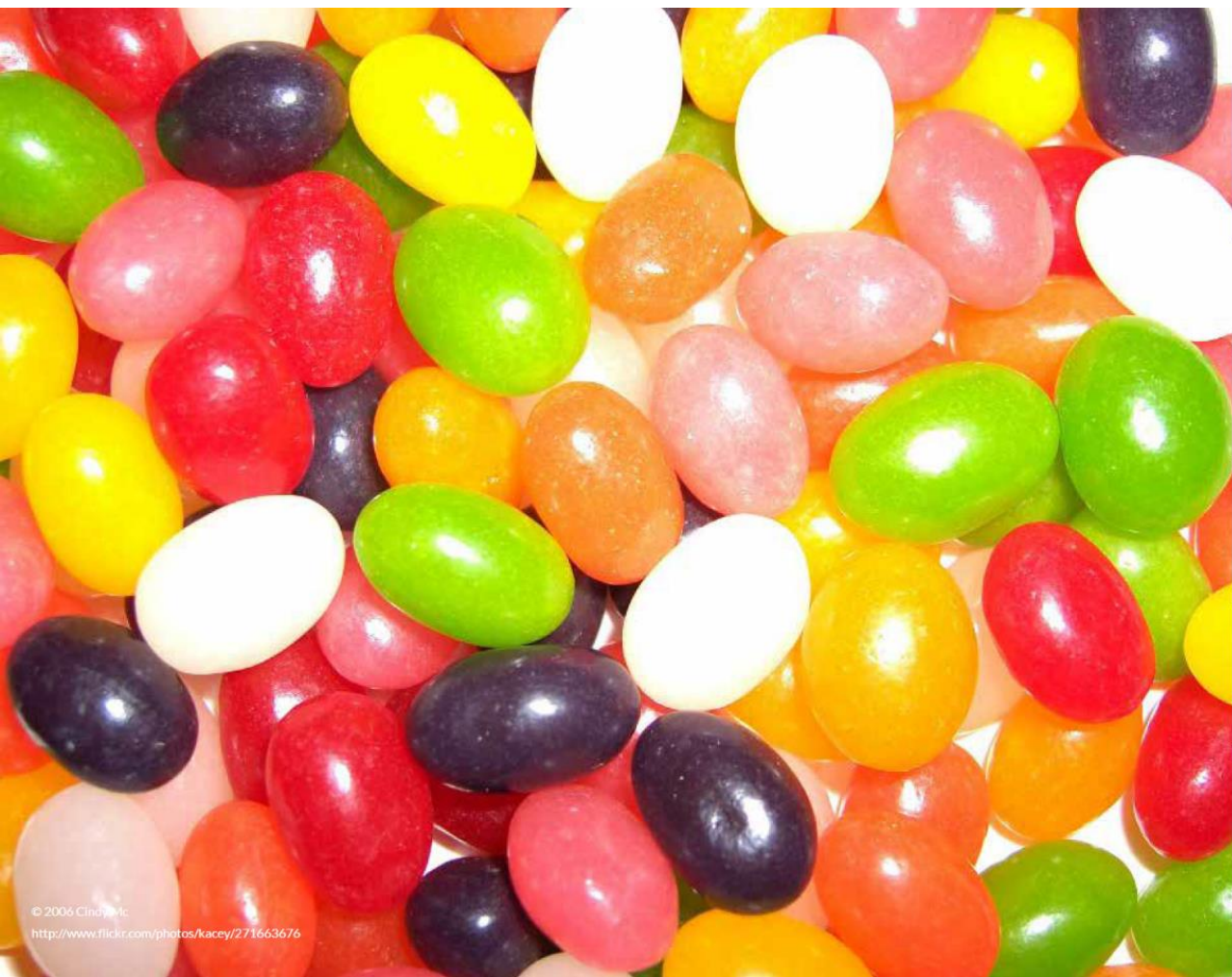


When is it **payout** time?





Yay!



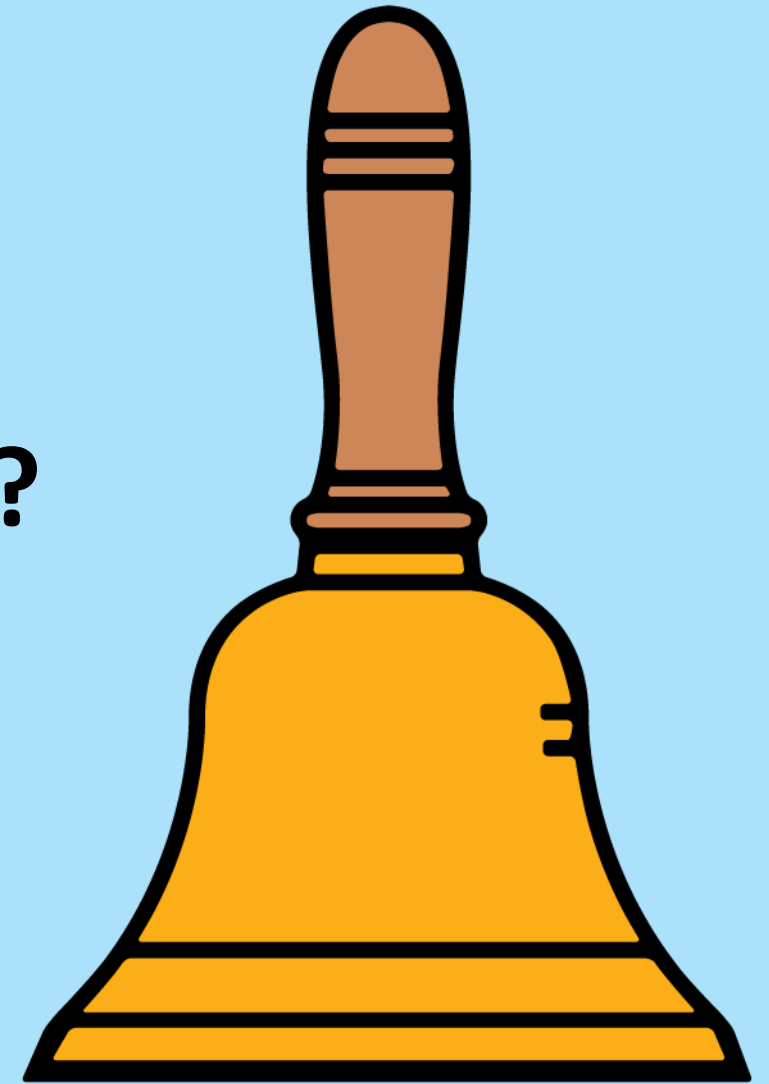
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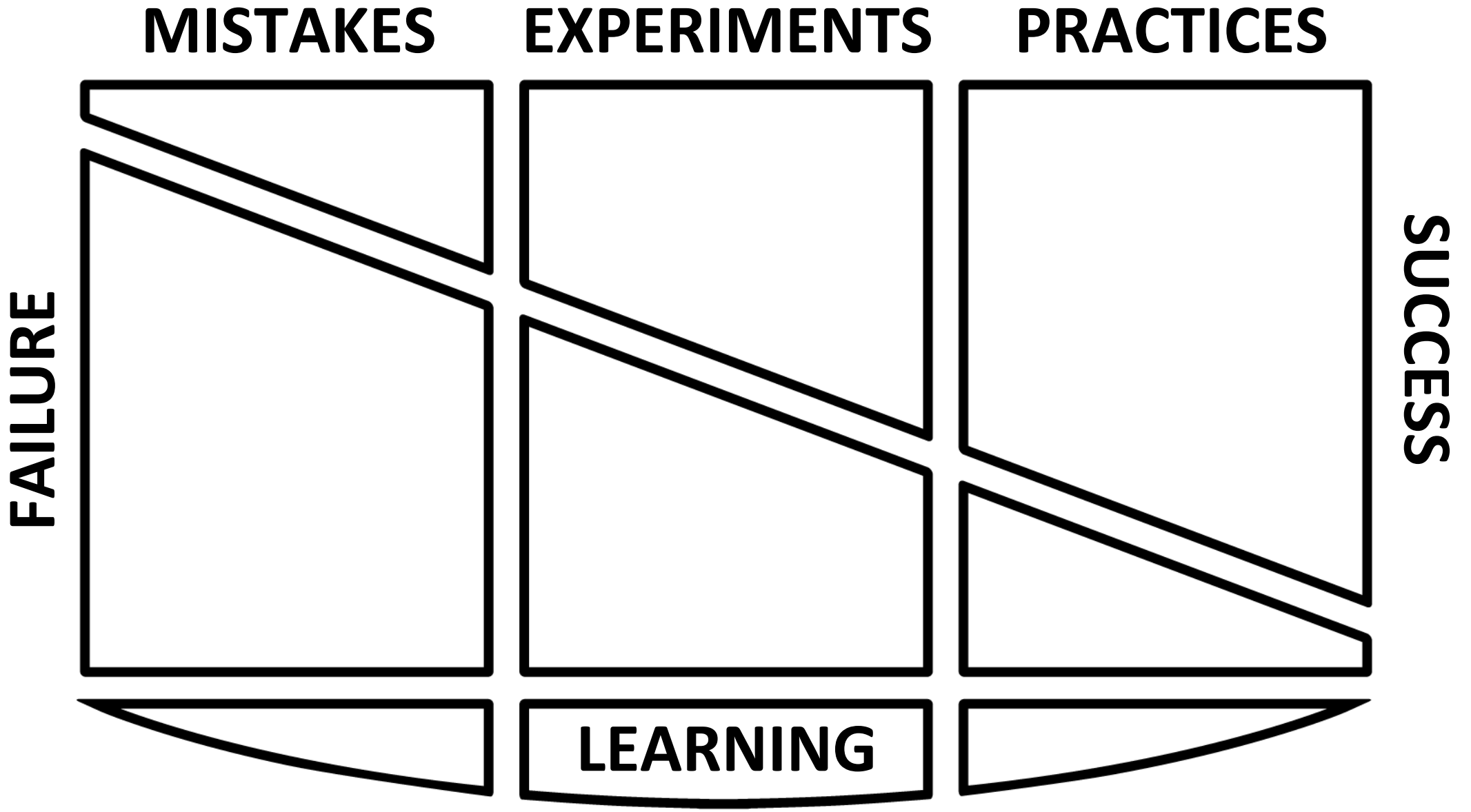
merit money

Pay People According to Their Merits

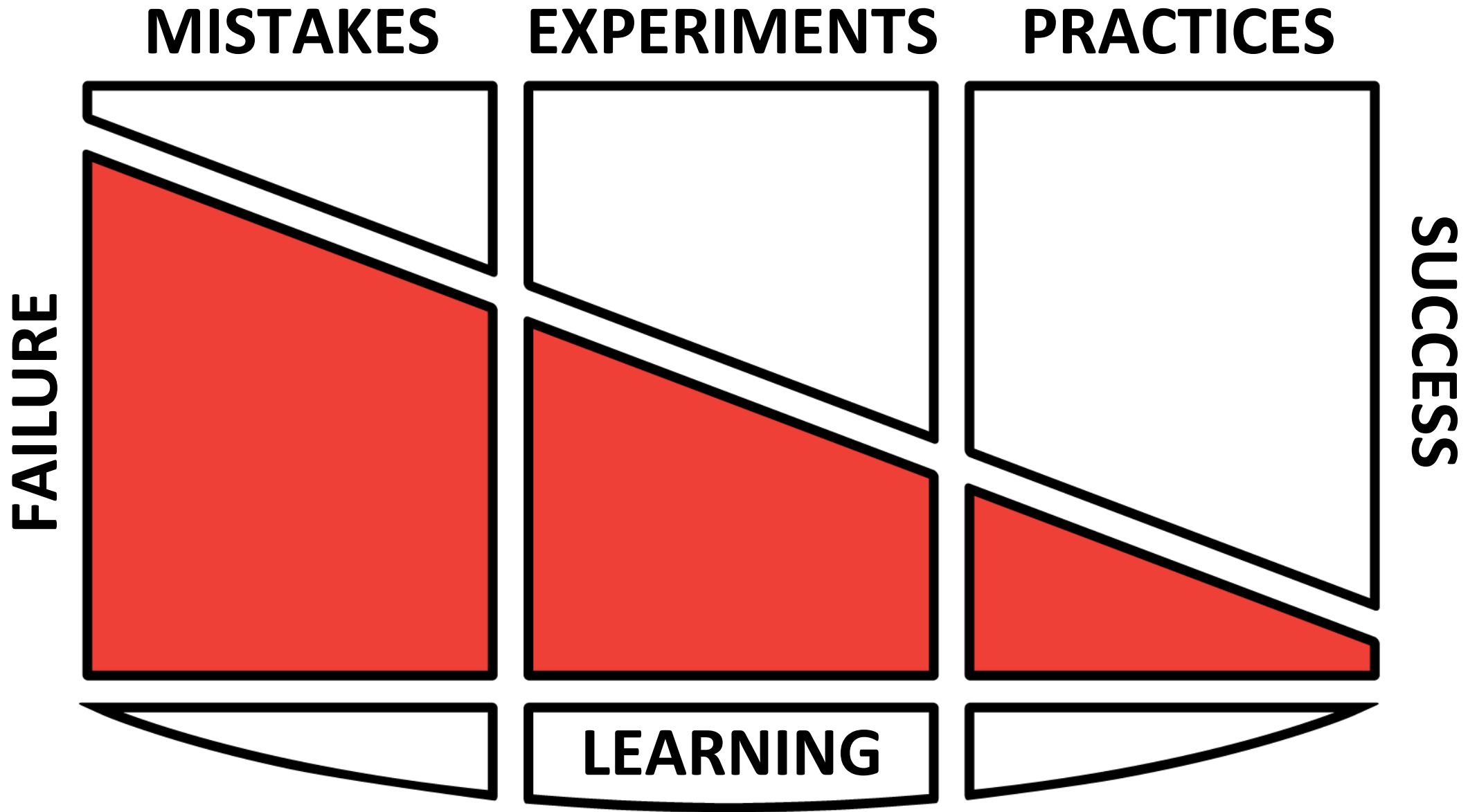
Should we celebrate failure?

Or should we celebrate success?

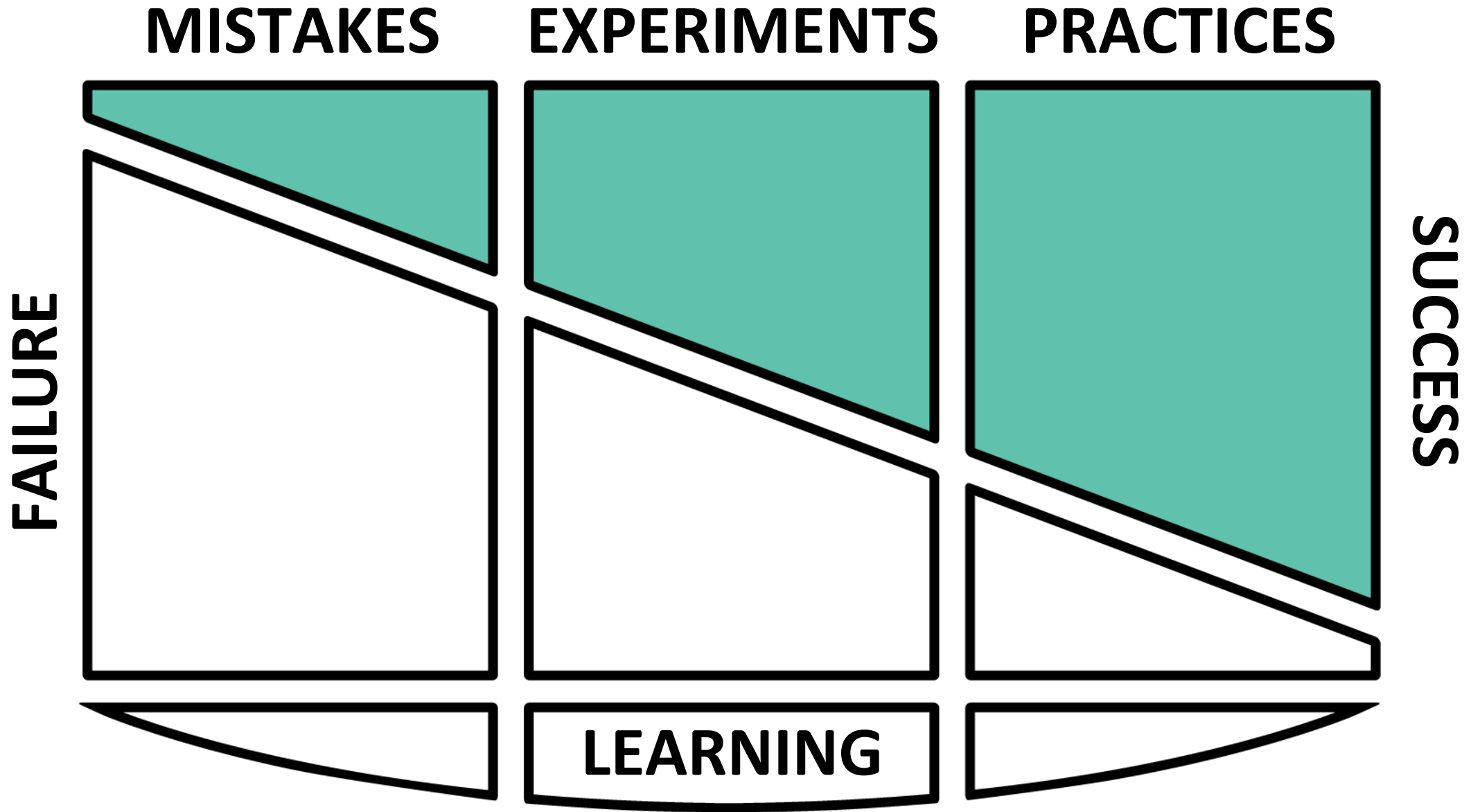




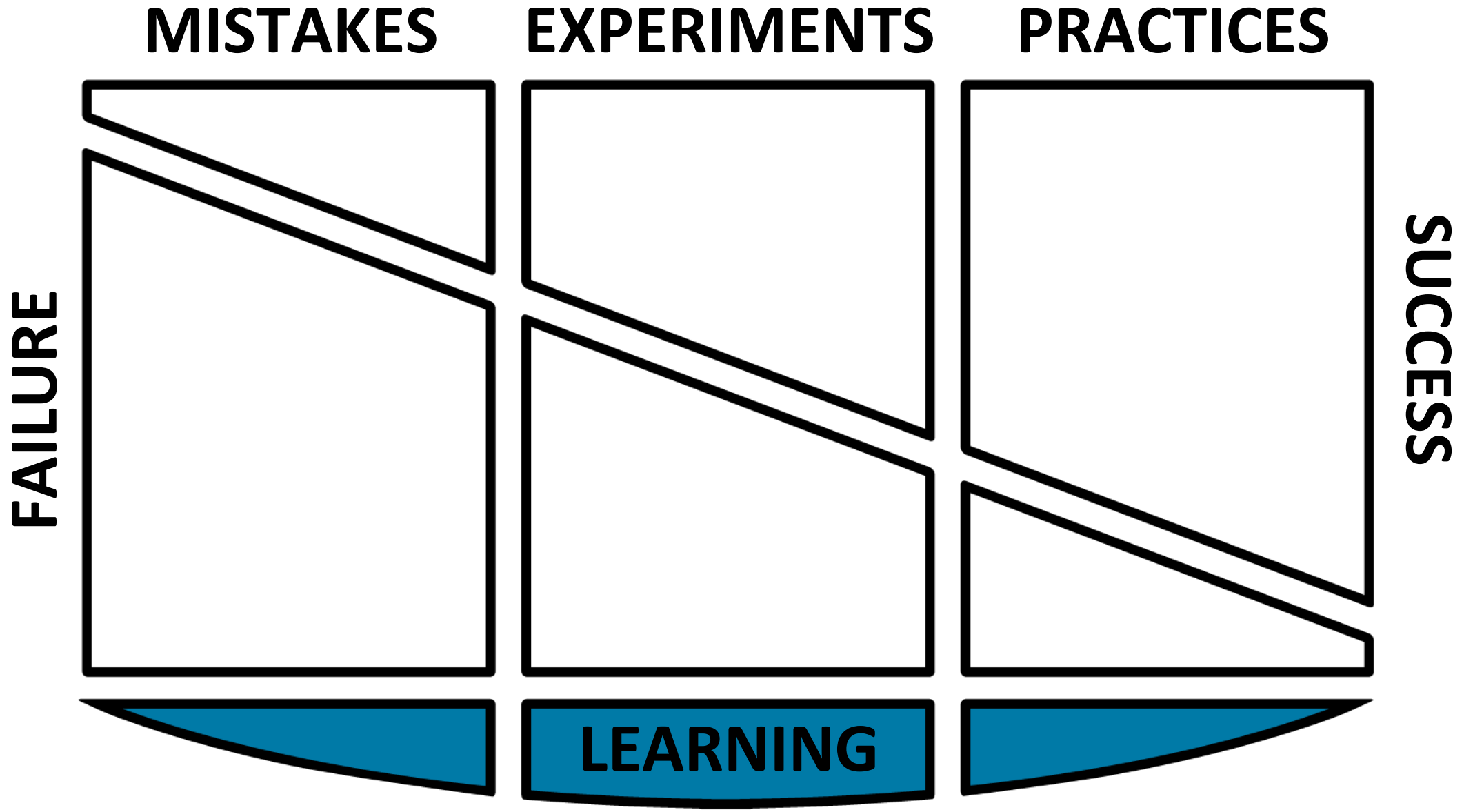
The Celebration Grid compares *behaviors* with *outcomes*.



“Celebrate failure” includes failure from mistakes. That makes no sense.



“Celebrate success” makes more sense, but this ignores learning.



We know that learning is optimal when we run experiments.



Mike Kaufman

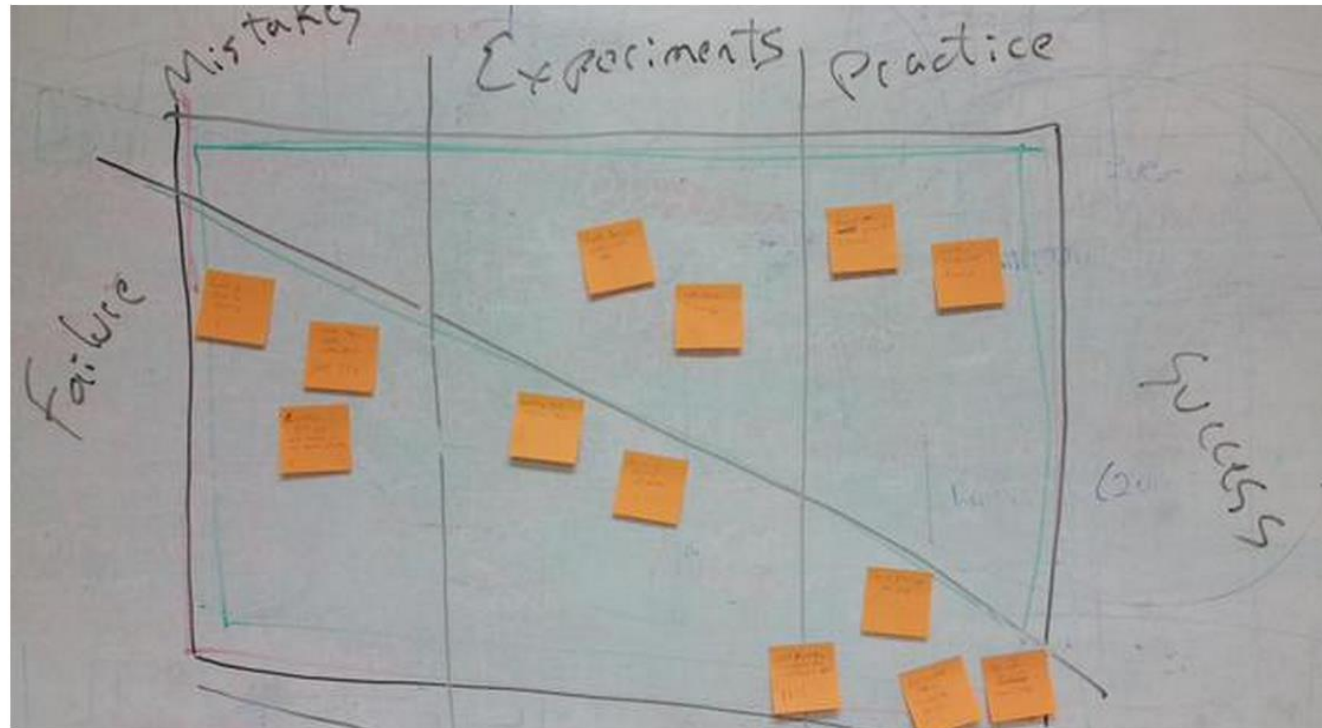
@mkaufman811



+ Follow

Facilitated a retro yday using [#m30](#) celebration grids. Great tool, great discussions & renewed commitment to improve

Guelph, Ontario



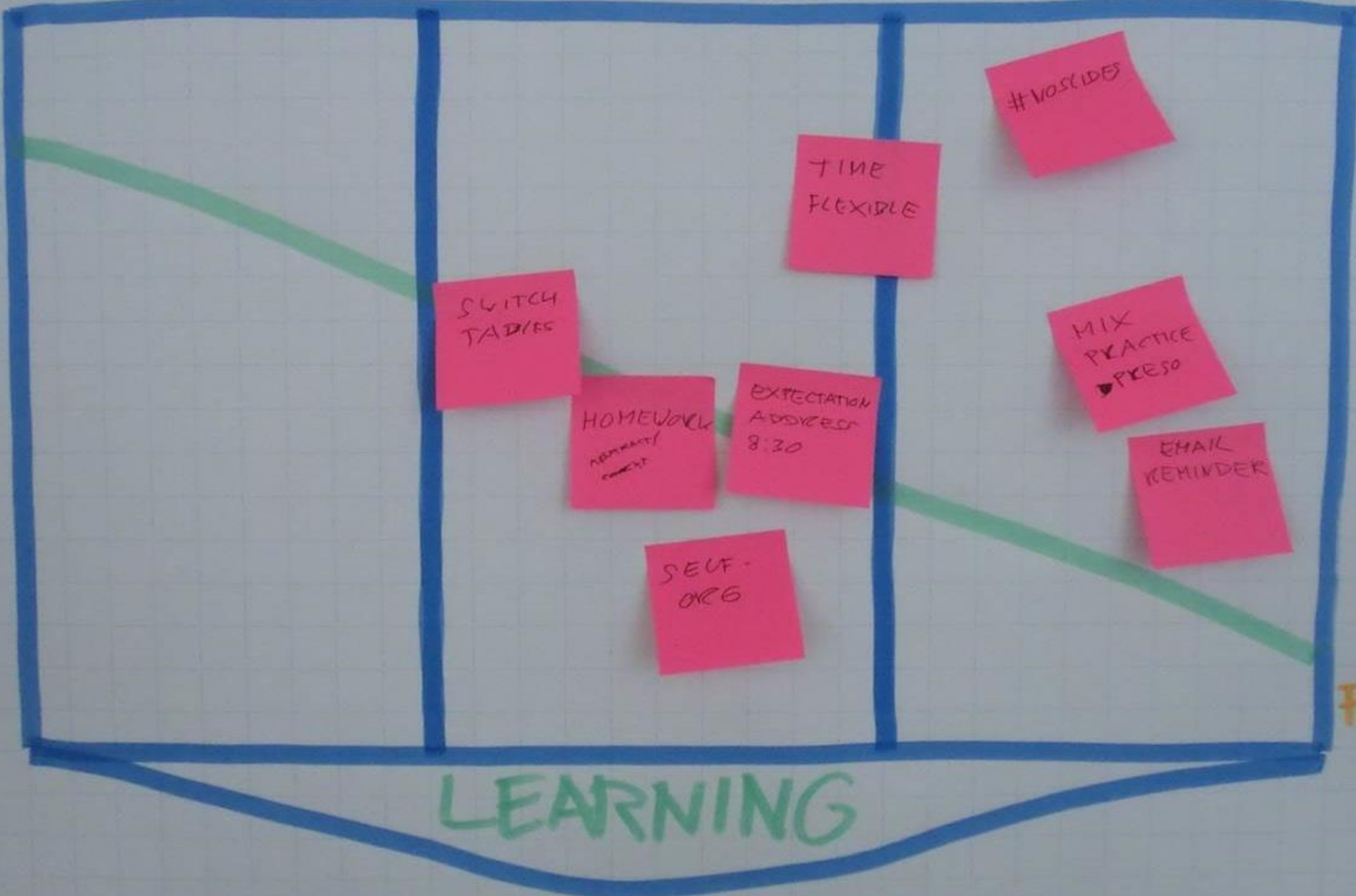
MISTAKES EXPERIMENTS PRACTICES

SUCCESS

FAILURE

SUCCESS

FAILURE

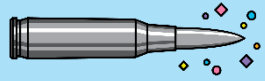




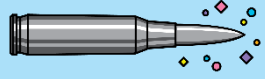
Bad practice Experiment Good practice

FAILURE		table checks for deliveries	work on several streams in parallel
	unstable app ⇒ no replan		work in competition
	not enough test ^{more} (edge cases)	rebase with errors	work with fix authors
			work on own ideas
			SUCCESS

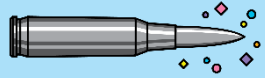




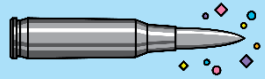
Build for meaning



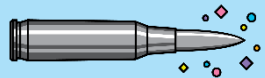
Innovate management



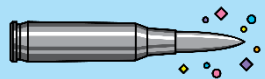
Accelerate learning



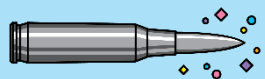
Run experiments



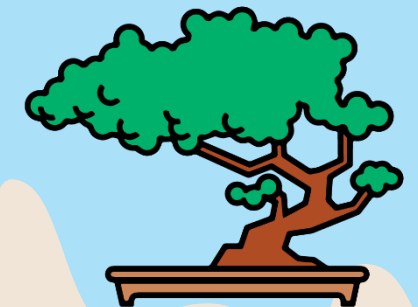
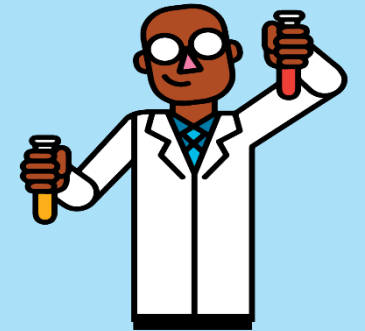
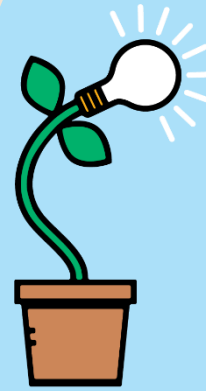
Embrace playfulness



Nurture happiness

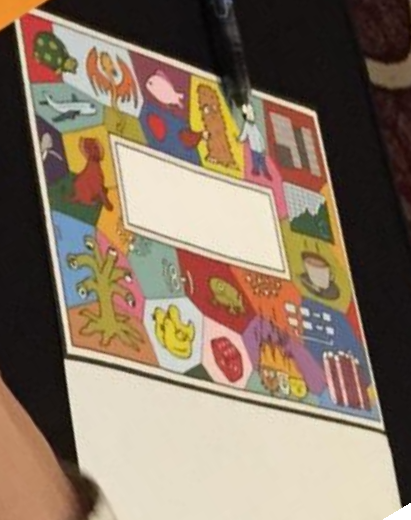
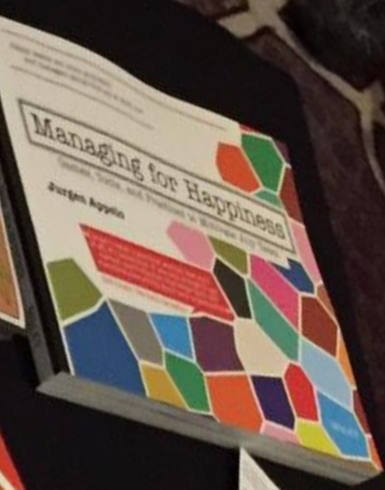


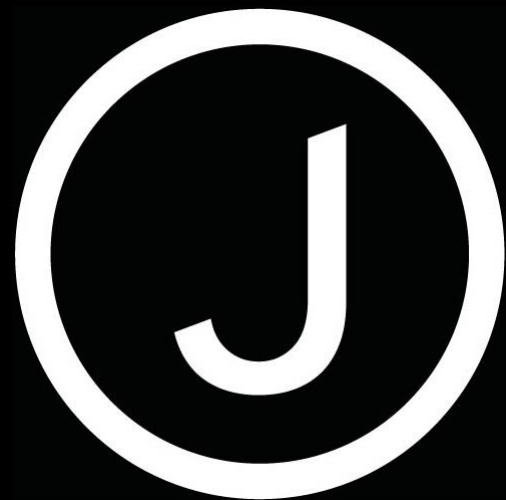
Manage the system

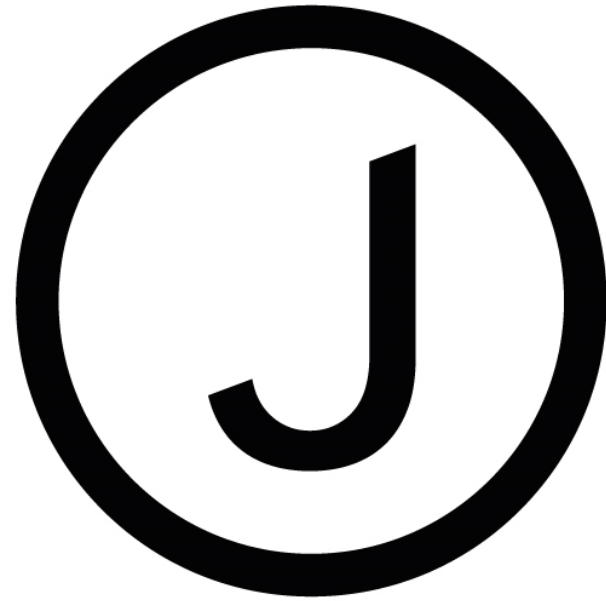


m30.me/happiness









JURGEN APPELO

m30.me/happiness

