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

Managing for Happiness

Games, Tools & Practices to Motivate Any Team

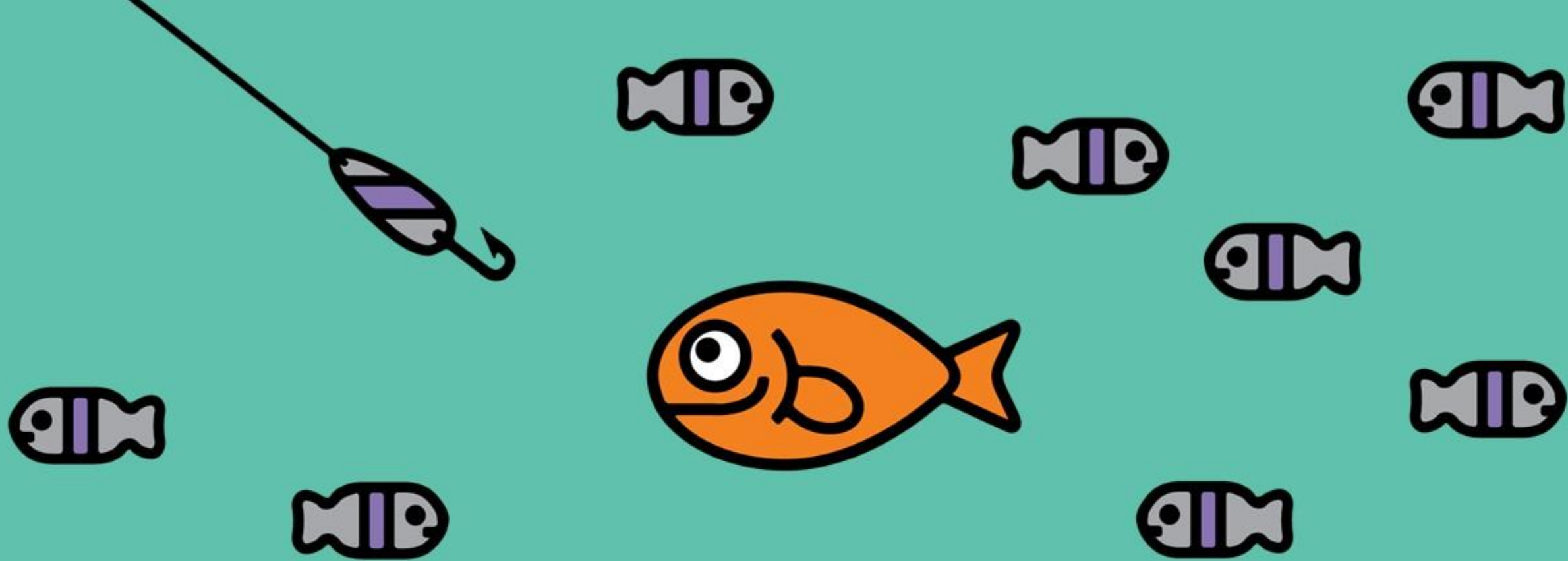
Jurgen Appelo

“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*

The purpose of
management is making
organizations valuable to
people and planet.





*Do rewards motivate people? Absolutely.
They motivate people to get the rewards.*

- Alfie Kohn, *Punished by Rewards*

① Don't promise rewards in advance

Give rewards at unexpected times so that people don't change their intentions and focus on the reward.





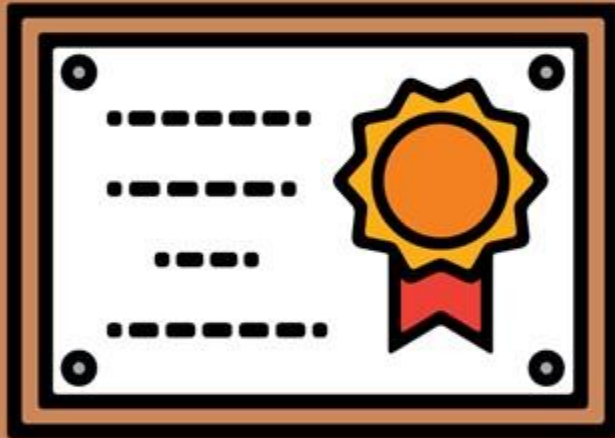
② **Keep anticipated rewards small**

You cannot always prevent people from anticipating rewards. But this may be harmless when the rewards are small.

③ Reward continuously, not just once

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





④ Reward publicly, not privately

Everyone should know what work is appreciated and why. A regular public reminder works better than a private one.

⑤ Reward behaviors, not only outcomes

Outcomes can often be achieved through shortcuts while behavior is about hard work and effort.



⑥ Reward peers, not just subordinates

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



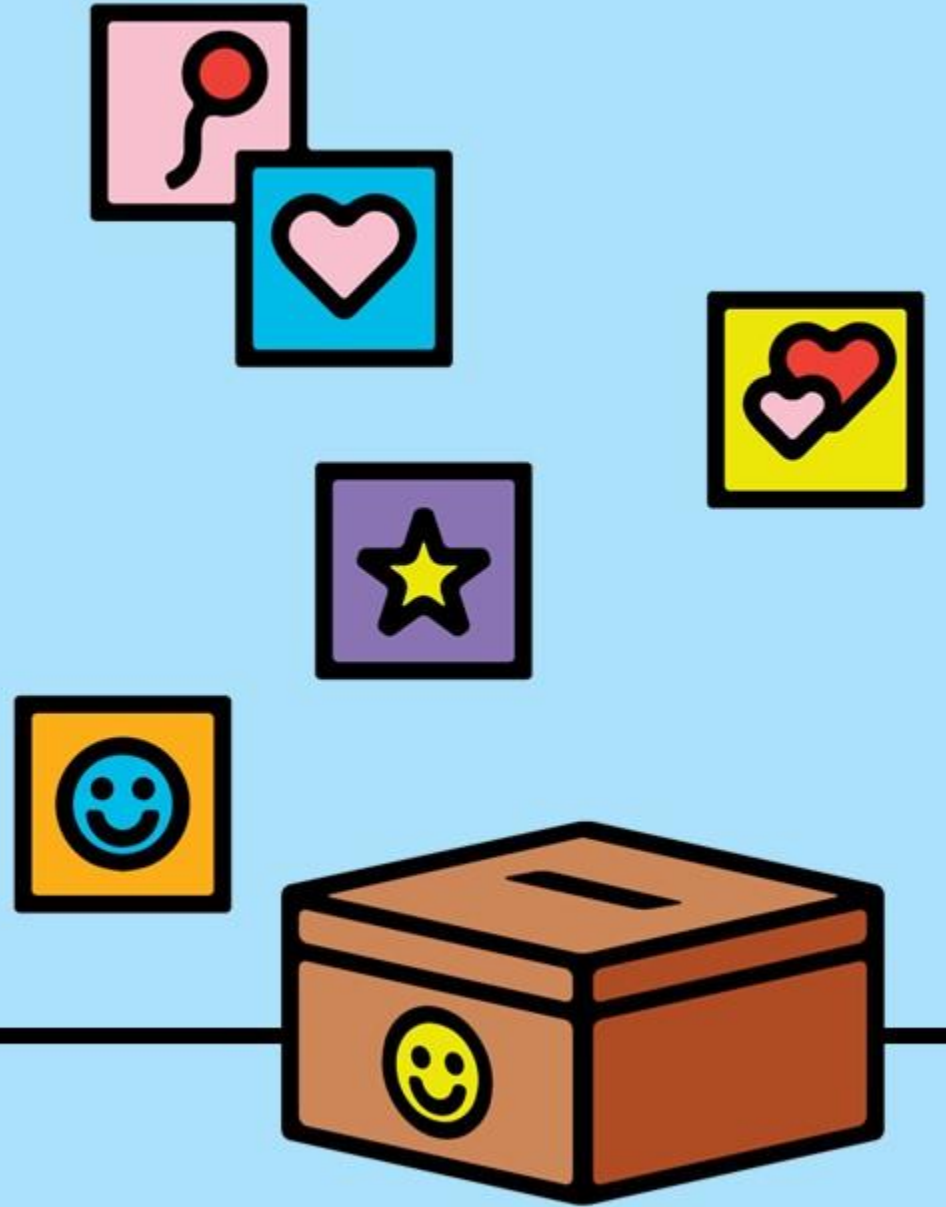
Six Rules for Rewards (all backed by science)

- 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 

Kudo Boxes and Kudo Walls

Get people to offer each other tokens of appreciation, either by posting them in a box or putting them on a wall.

Optional: offer small gifts to those who received a kudo card from their peers.



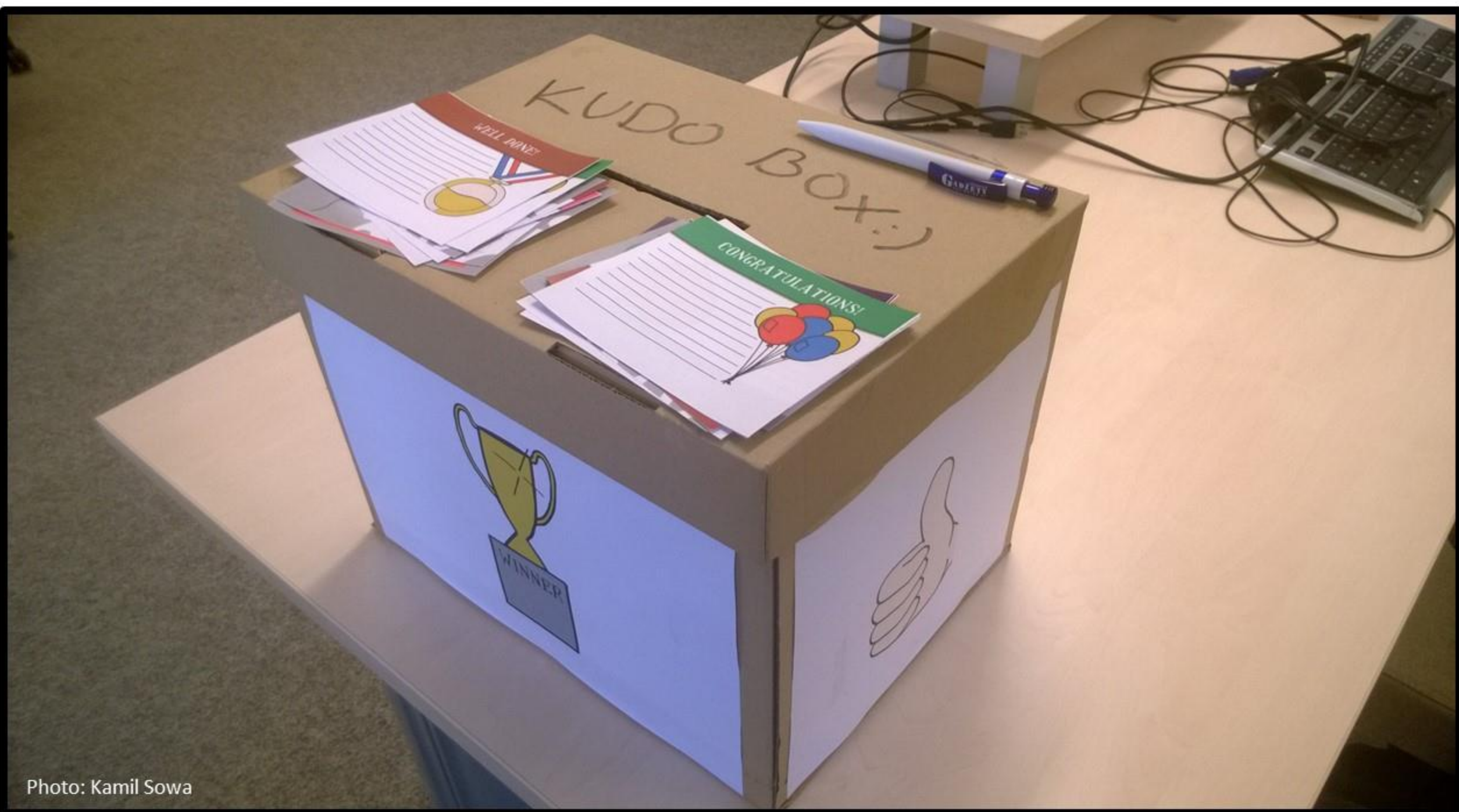


Photo: Kamil Sowa

TOTALLY AWESOME!



CONGRATULATIONS!



THANK YOU!



VERY HAPPY!



GREAT JOB!



These cards are part of the Management 3.0 materials. You can use them to reward good work of colleagues or other people with a token of appreciation. You can find a description of their use at www.management30.com/kudobox



MANAGEMENT 3.0
STRATEGIC AND OPERATIONAL PRACTICES

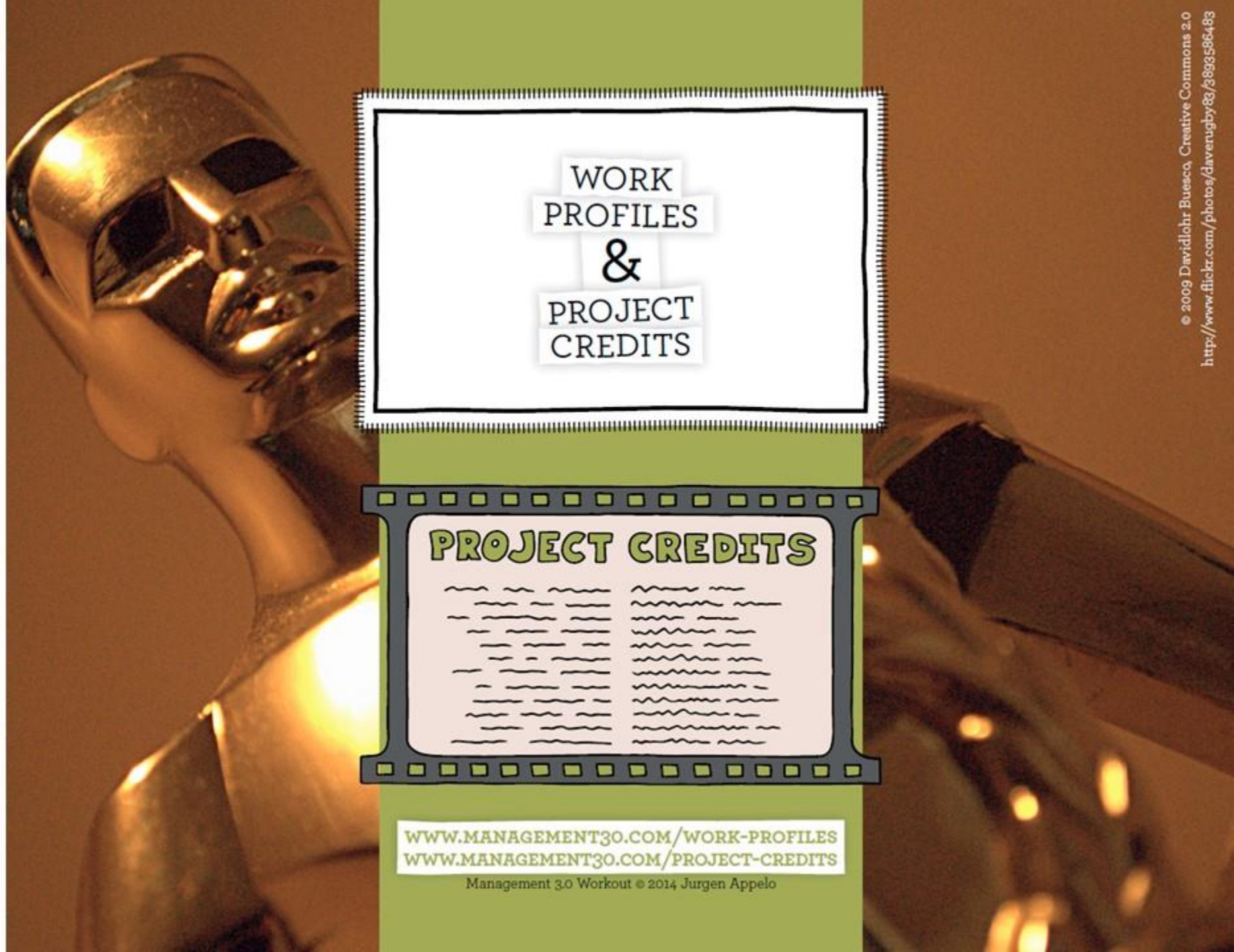
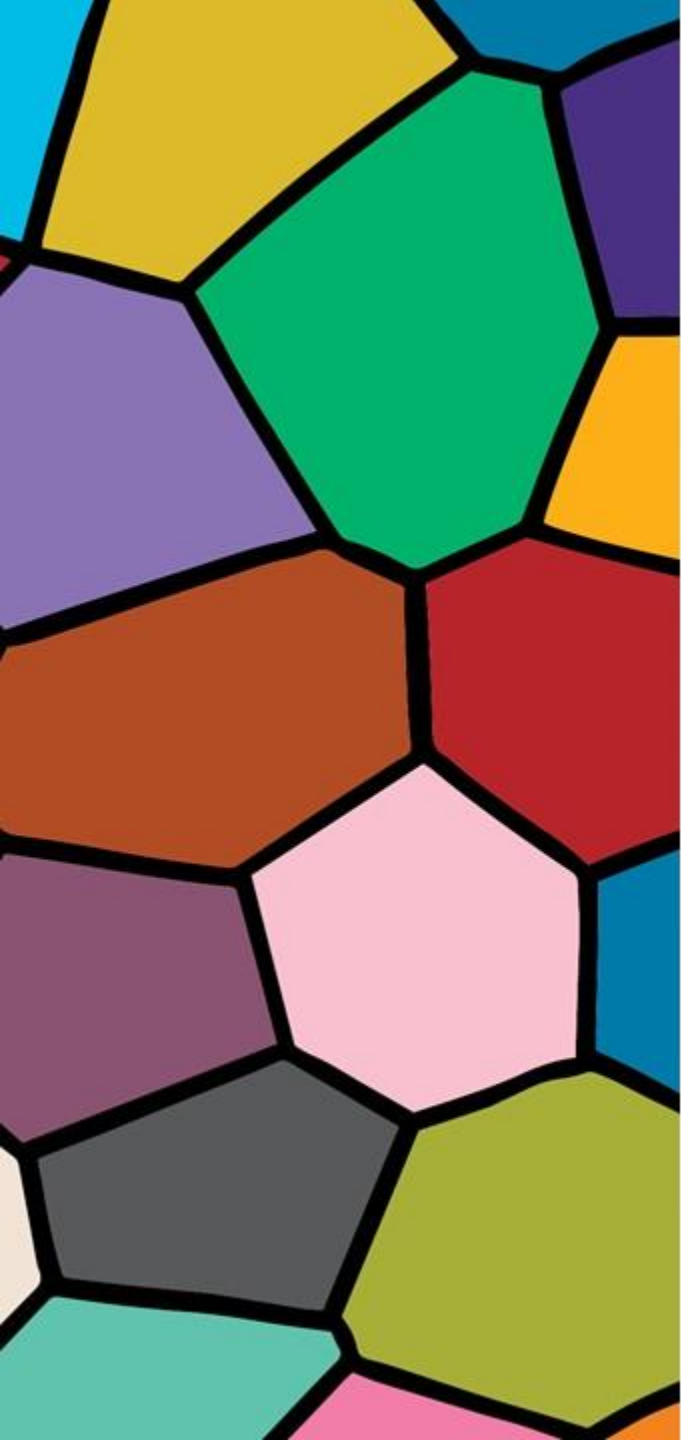
MANY THANKS!



WELL DONE!



m30.me/kudo-cards



WORK
PROFILES
&
PROJECT
CREDITS

PROJECT CREDITS

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Management 3.0 Workout © 2014 Jurgen Appelo

WORK PROFILE

CREATIVE NETWORKER
 AGILE ENTHUSIAST
 COACH
 AGILE COACH
 AGILE COACH

INDIVIDUAL

JOB TITLE

CEO
 CEO
 CEO
 CEO
 CEO
 TEAM LEADER
 TEAM MANAGER
 PHD
 TZ

PROJECT ROLE

AGTHOR
 SCRUM MASTER
 SCRUM MASTER
 SCRUM MASTER
 AGILE COACH
 PROJECT LEADER
 SCRUM MASTER
 SCRUM MASTER

WORK PROFILE PERSONAL BRAND

INTERVIEWER
 CREATIVE NETWORKER
 FACILITATOR OF VALUE CREATION
 CHANGE AGENT
 Agile and Developer

JOB TITLE

SOFTWARE DEVELOPER
 Agile software developer
 Agile coach / Developer
 CTO
 LEARNING LAB DIRECTOR
 DEVELOPER MANAGER
 Agile Coach

PROJECT ROLE

ACTHOK
 MULTI-CULTURAL REFERENCE GUY
 CHIEF RELATIONSHIP OFFICER
 SECUR MINDER
 Project Lead
 Agile software developer



MANAGEMENT 3.0
WORKSHOPS
.....

ideas

script

voice

all workshop attendees

Erik Gille

Paul Lehrman

animations

RoboMG.com



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MANAGEMENT 3.0

WORKSHOPS

0:02 / 1:06

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☐ 20th of April 2015 in Madrid, Spain

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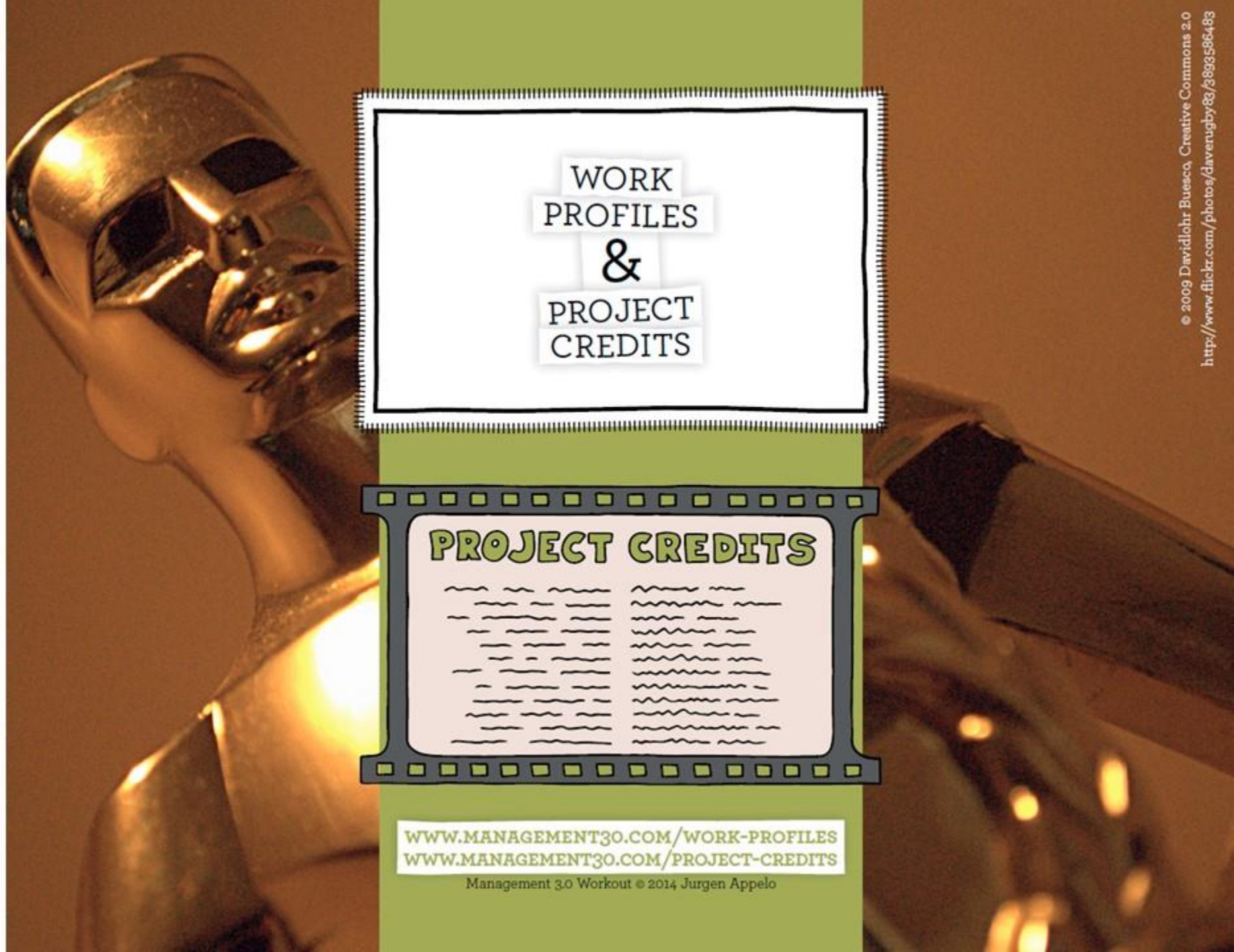
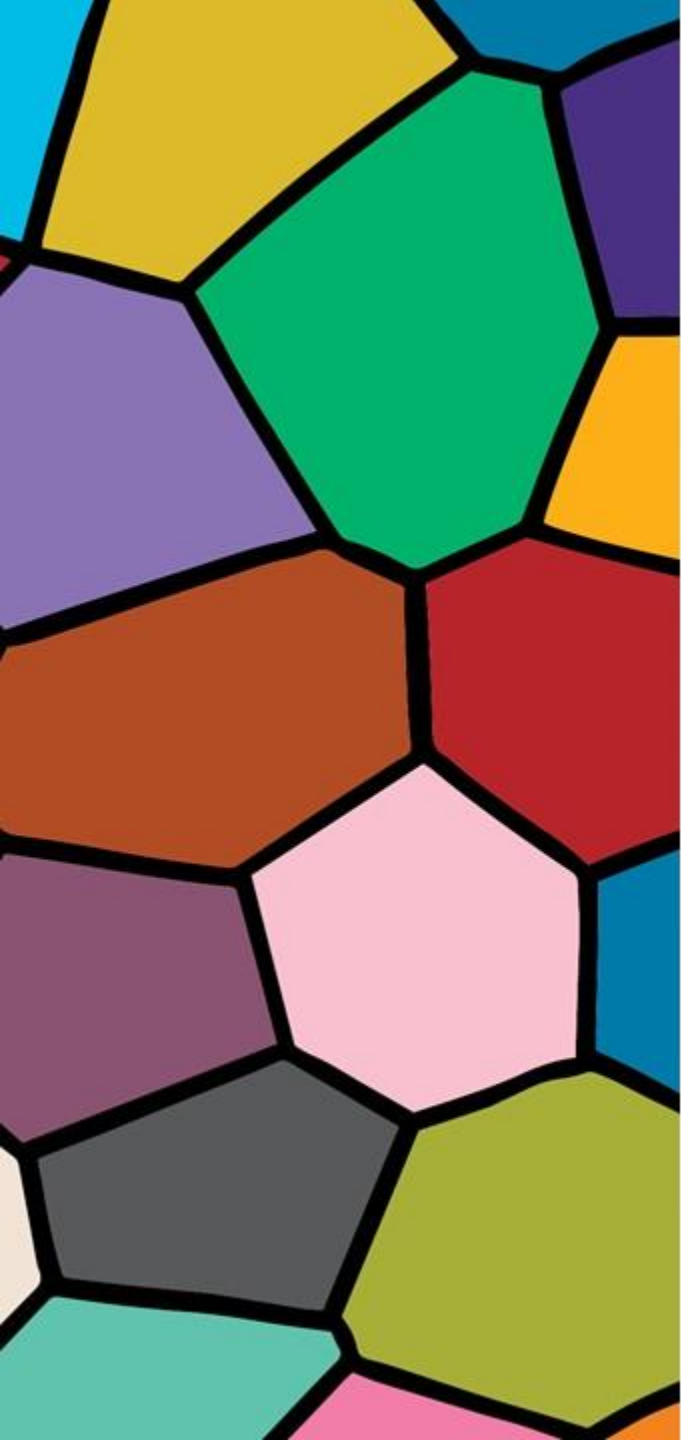
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info@management30.com

Concept & Design: Muuks Creative - Text & structure: Jennifer Riggins - Back-end system: Sergey Kotlov

MANAGEMENT 3.0
CHANGE AND INNOVATION PRACTICES



WORK
PROFILES
&
PROJECT
CREDITS

PROJECT CREDITS

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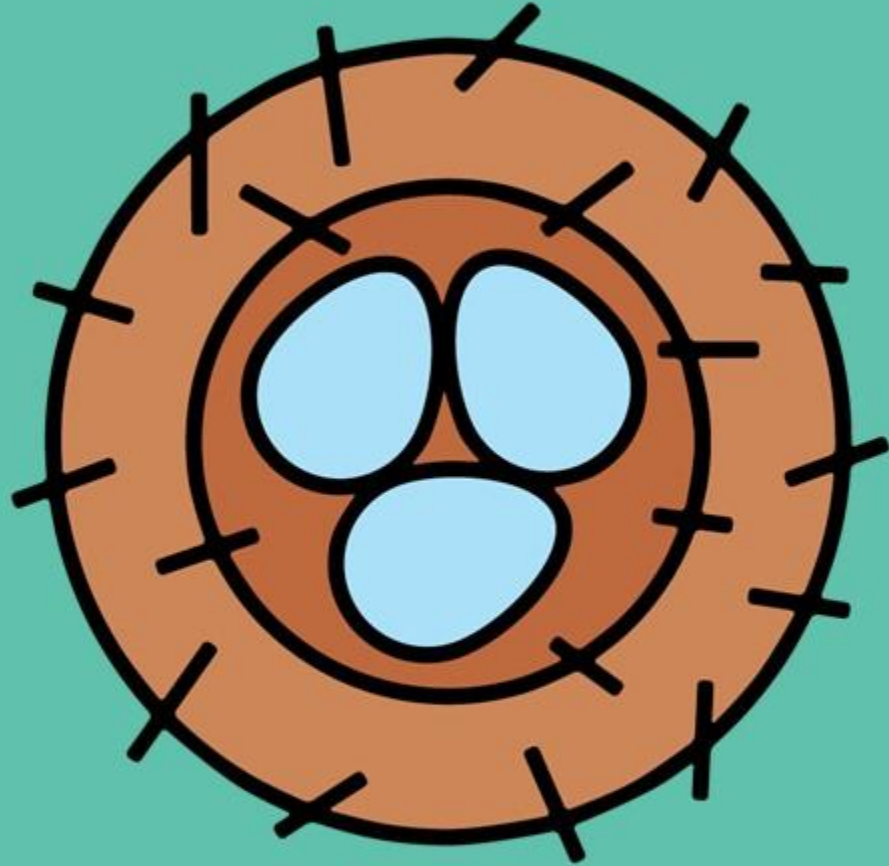
moving motivators

Discover Real Engagement of Workers

Business leaders and human resource managers consider the “lack of employee engagement” one of their top priorities.

But why do many workers not feel engaged?





**Without motivation,
nothing would be produced.**

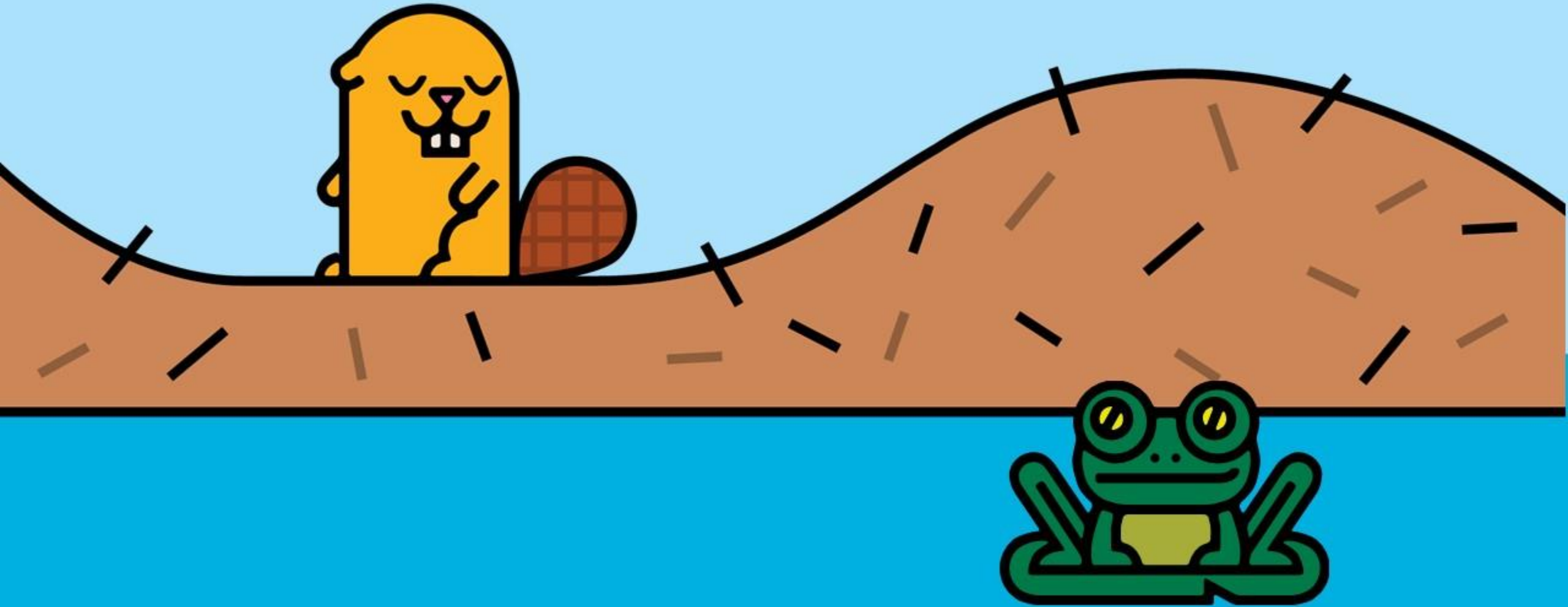
*Firms exist to coordinate and
motivate people's economic
activity.*

- John Roberts, "The Modern Firm"



**A motivated worker
is not necessarily an
engaged worker.**

Managers are responsible for making engagement a built-in property of the organization.





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*



Curiosity

The workers have plenty of things to investigate and to think about.

Honor

Workers feel proud that their values are reflected in how they work.





Acceptance

Colleagues approve of what people do and who they are.

Mastery

The work challenges people's competence but it is within their abilities.





Power

There's enough room for workers to influence what happens around them.

Freedom

People are independent of others with their work and responsibilities.



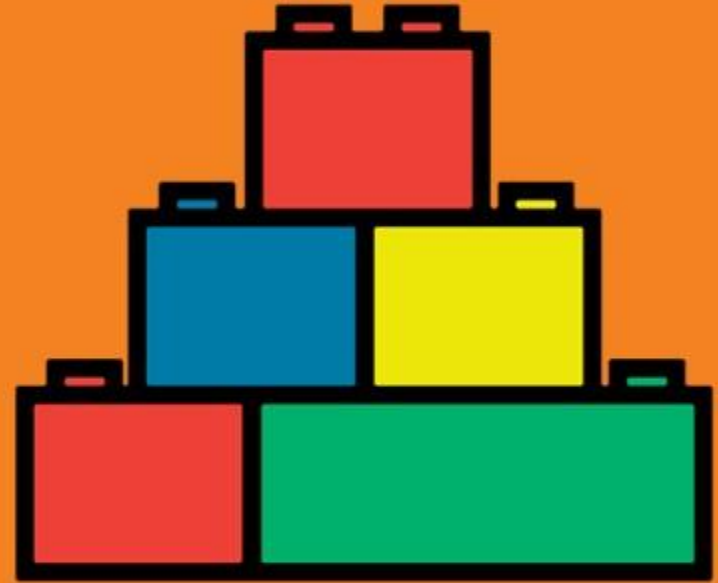


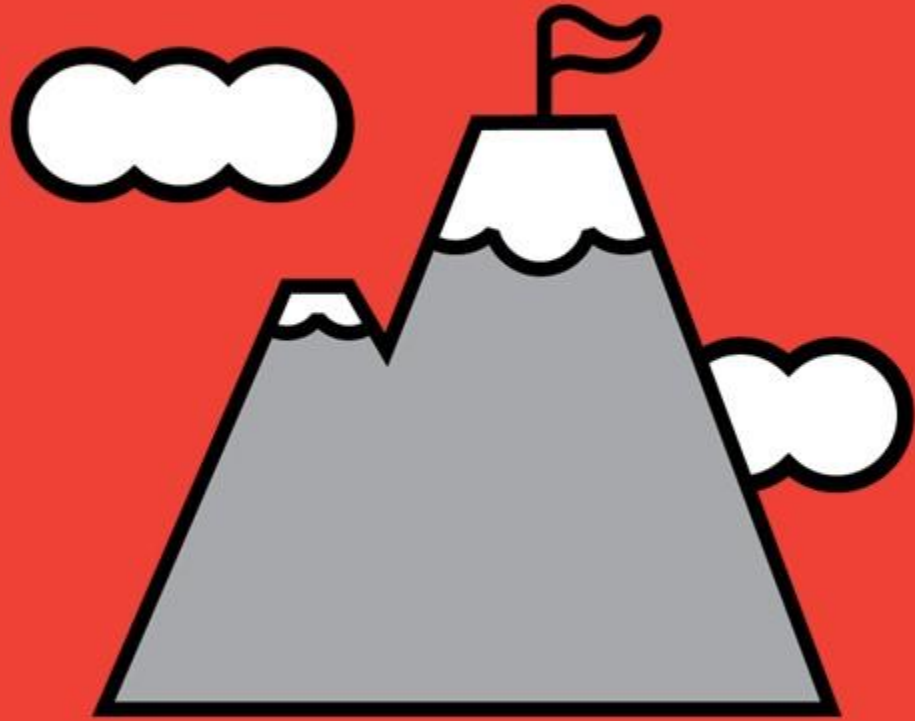
Relatedness

People have good social contacts with the others in their work.

Order

Workers have enough rules and policies for a stable environment.





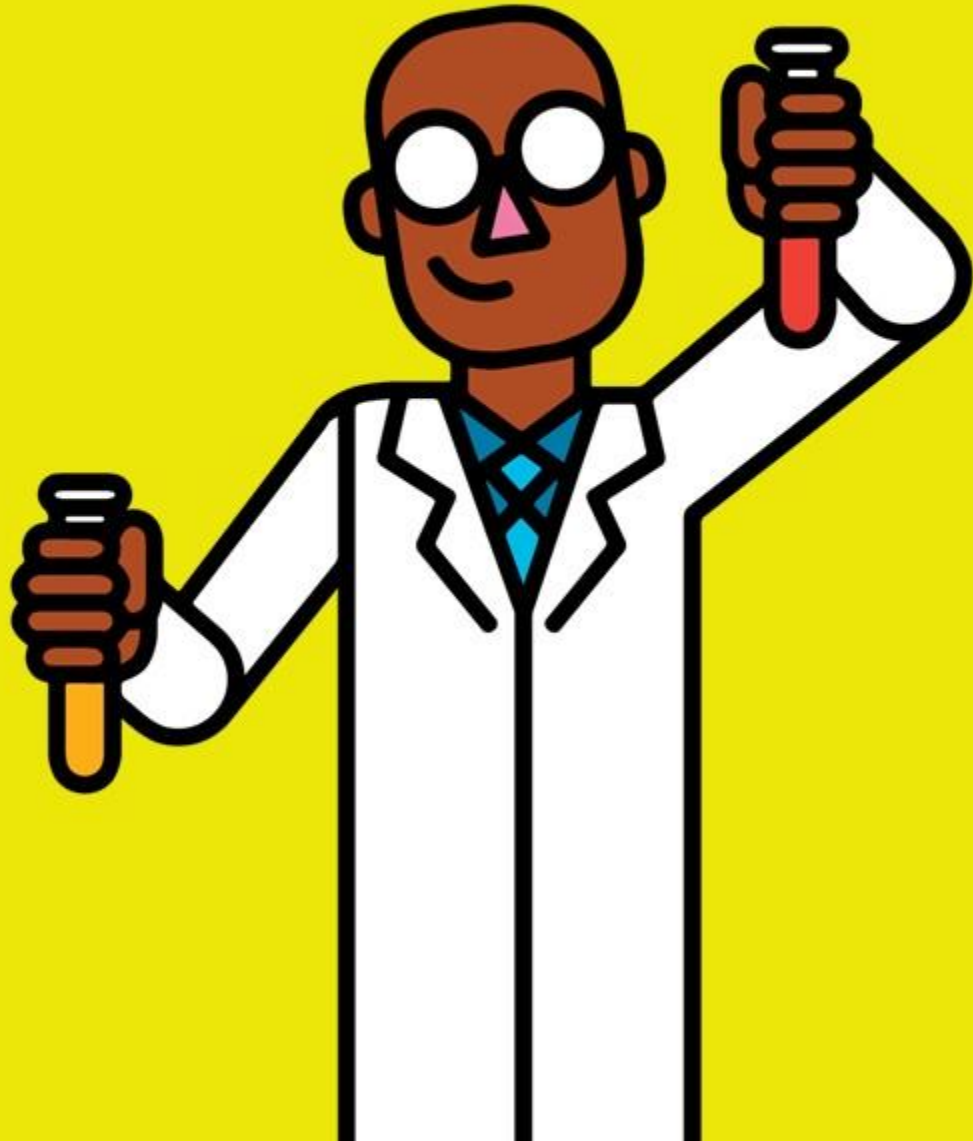
Goal

The people's purpose in life is reflected in the work that they do.

Status

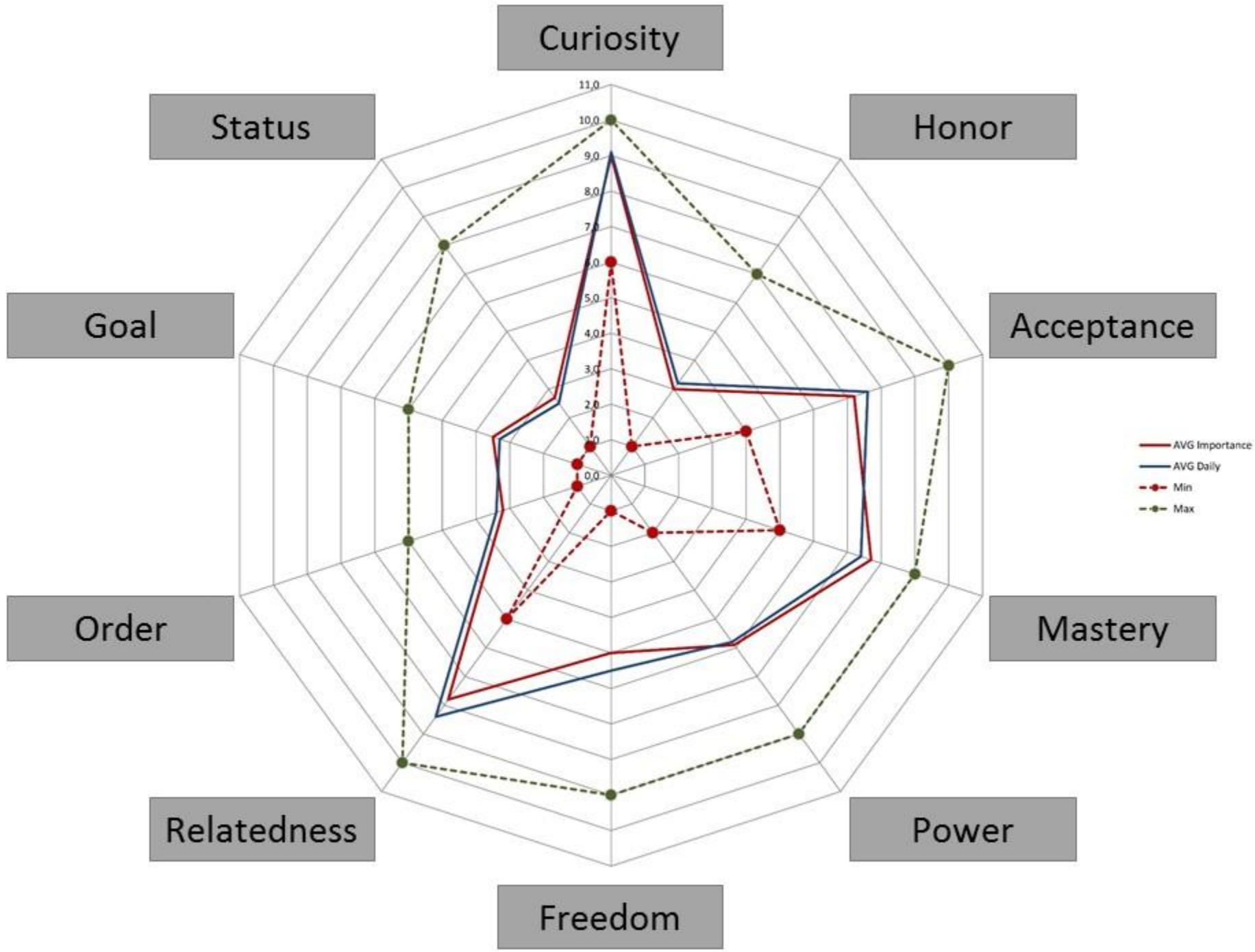
People have a good position and are recognized by their colleagues.





Managers must seek ways for the **CHAMPFROGS** motivators to become systemic properties of the firm.







m30.me/moving-motivators



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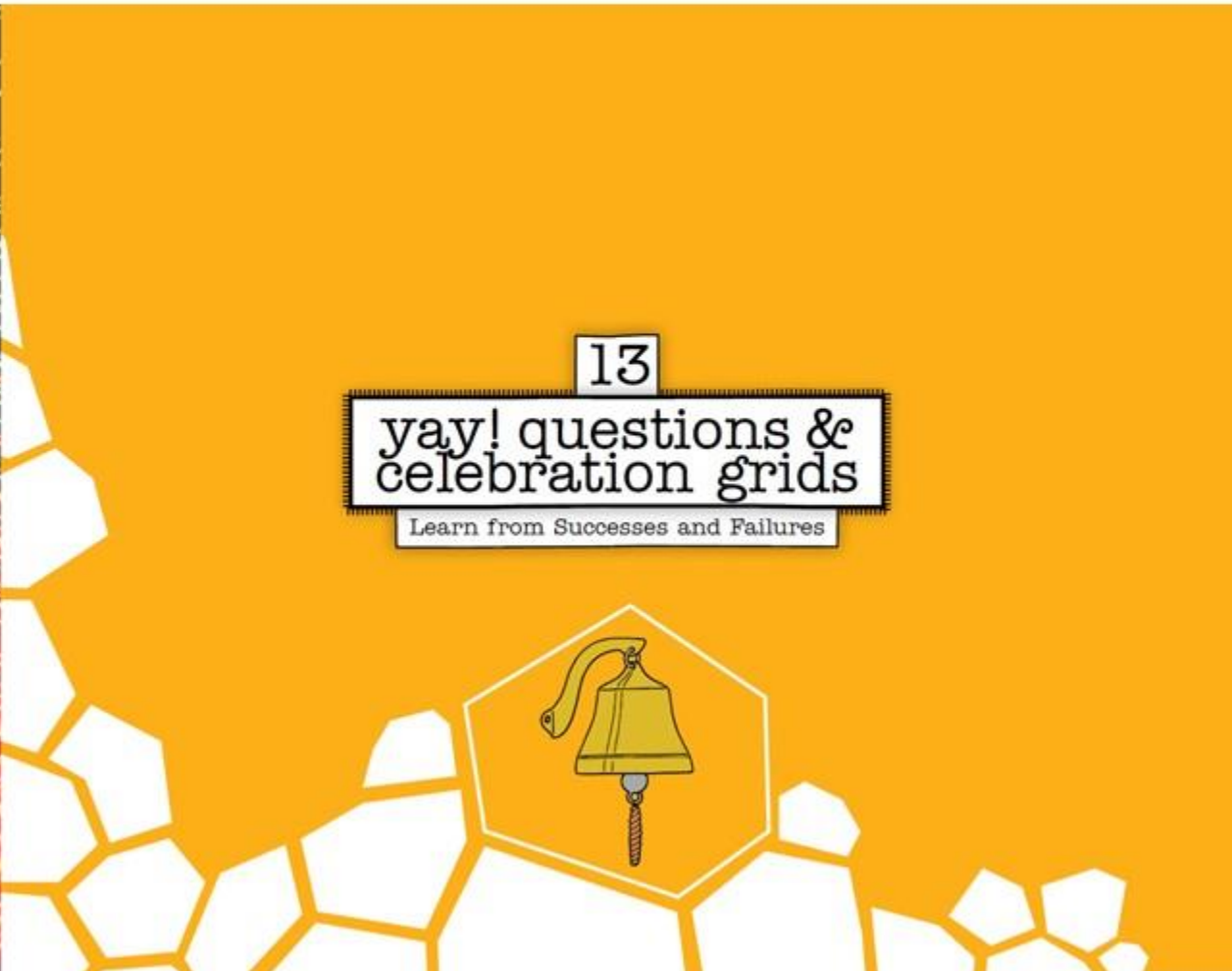
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moving motivators

Discover Real Engagement of Workers



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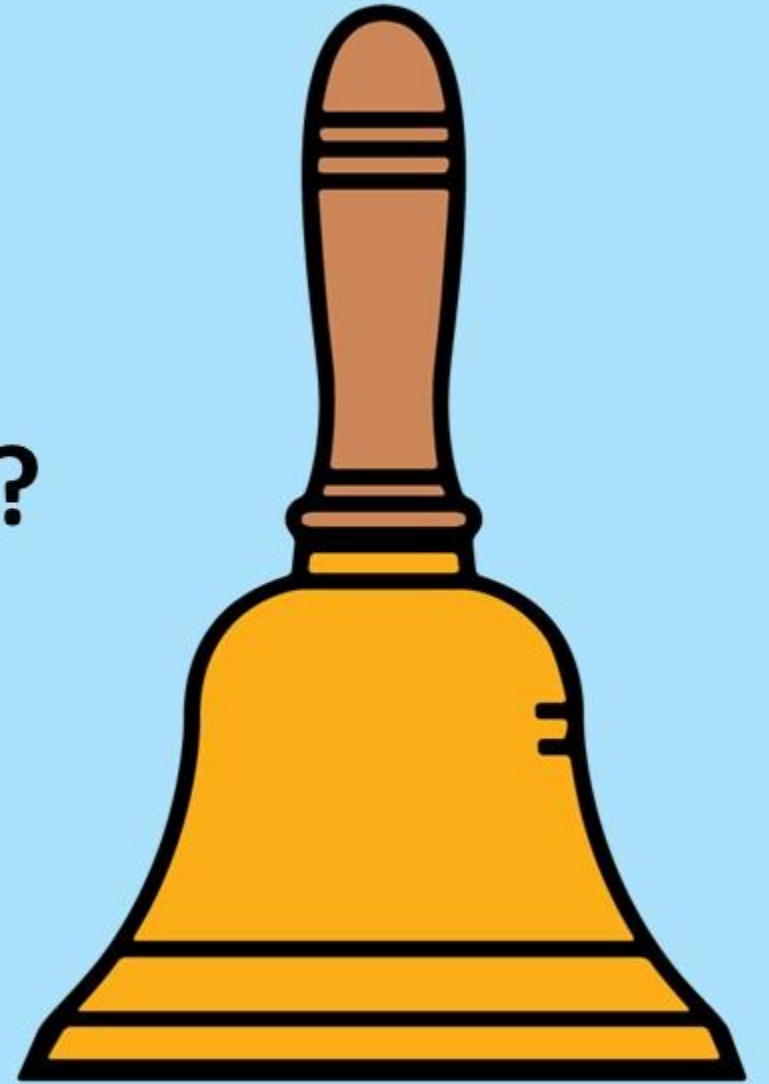
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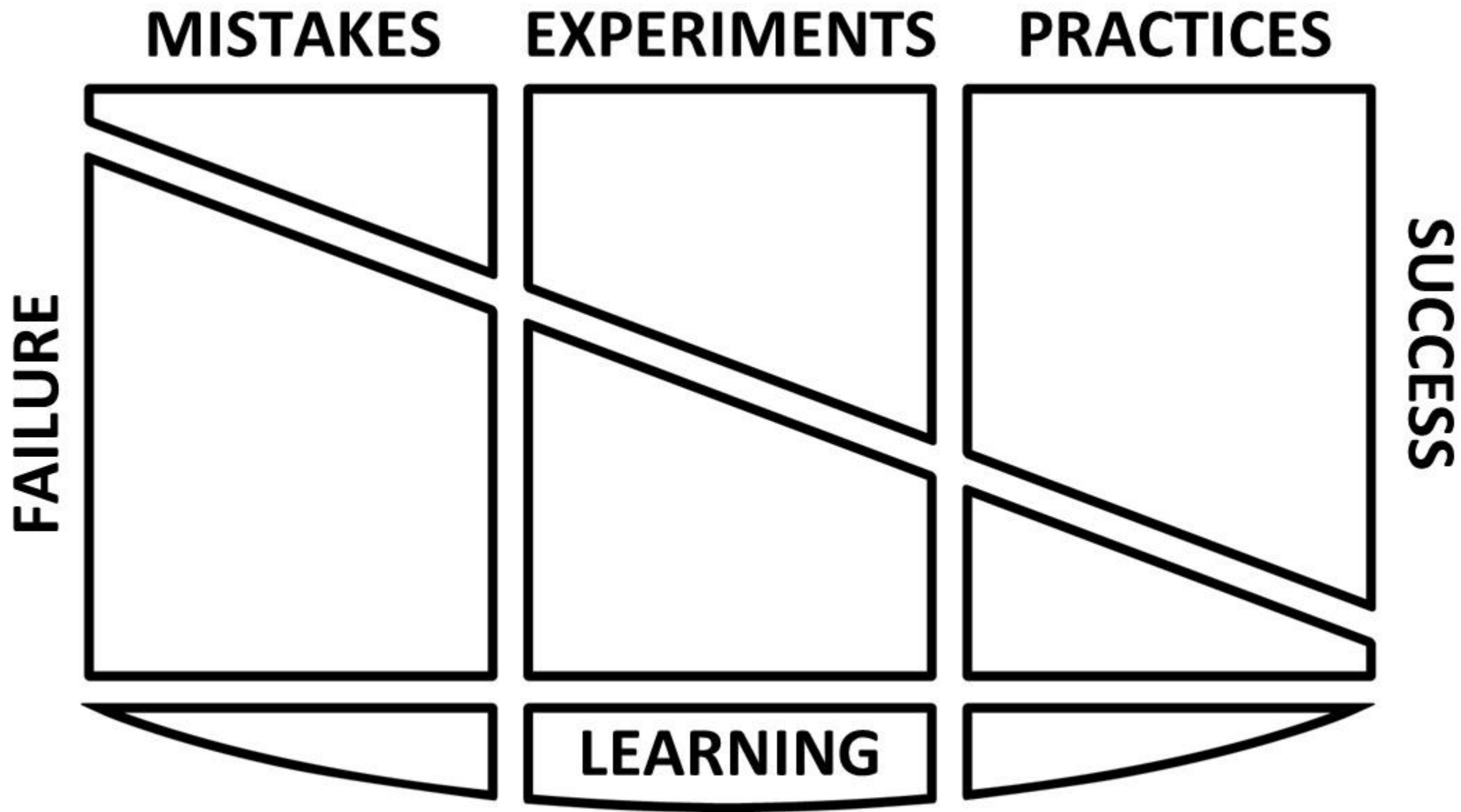
yay! questions & celebration grids

Learn from Successes and Failures

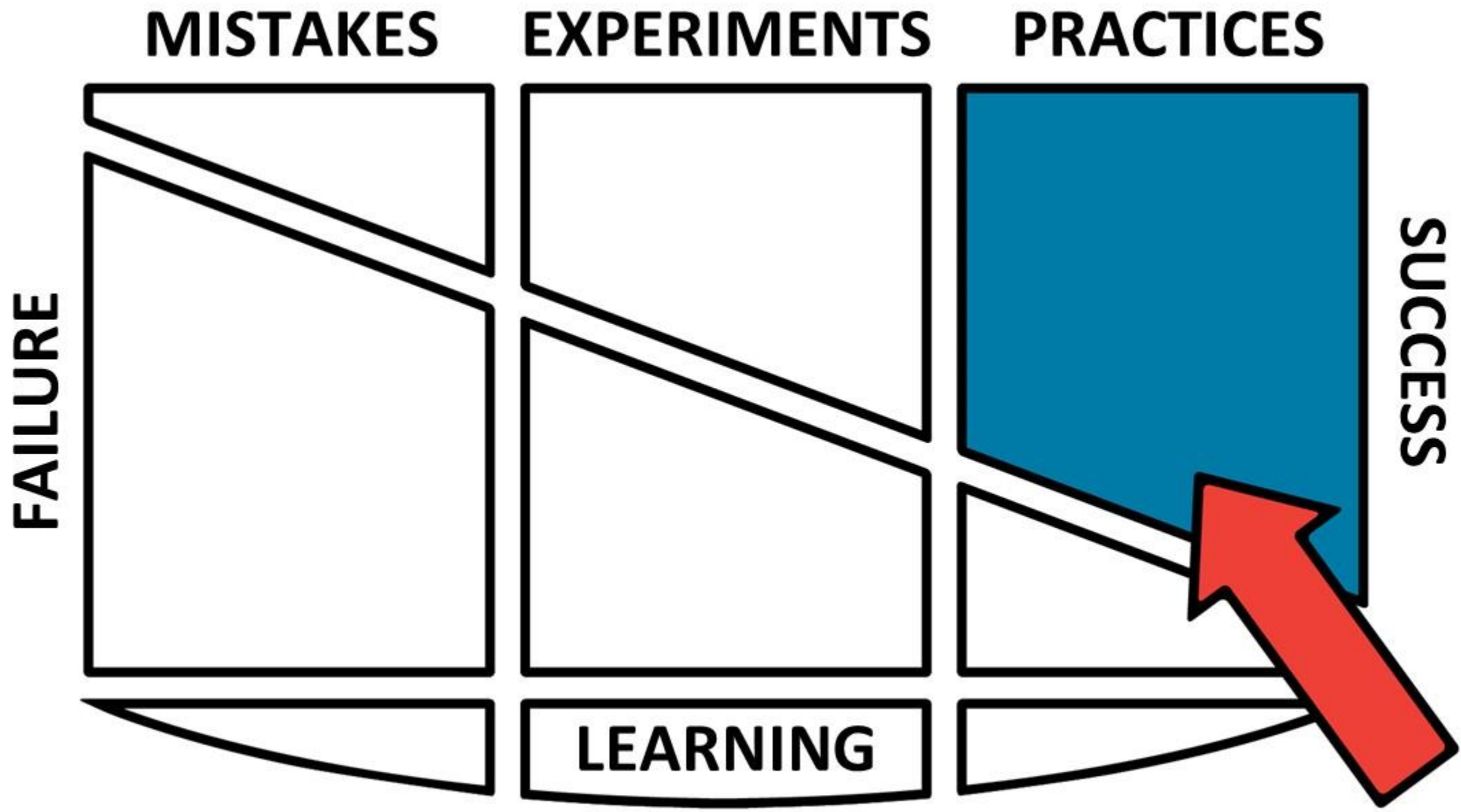
Should we celebrate failure?

Or should we celebrate success?

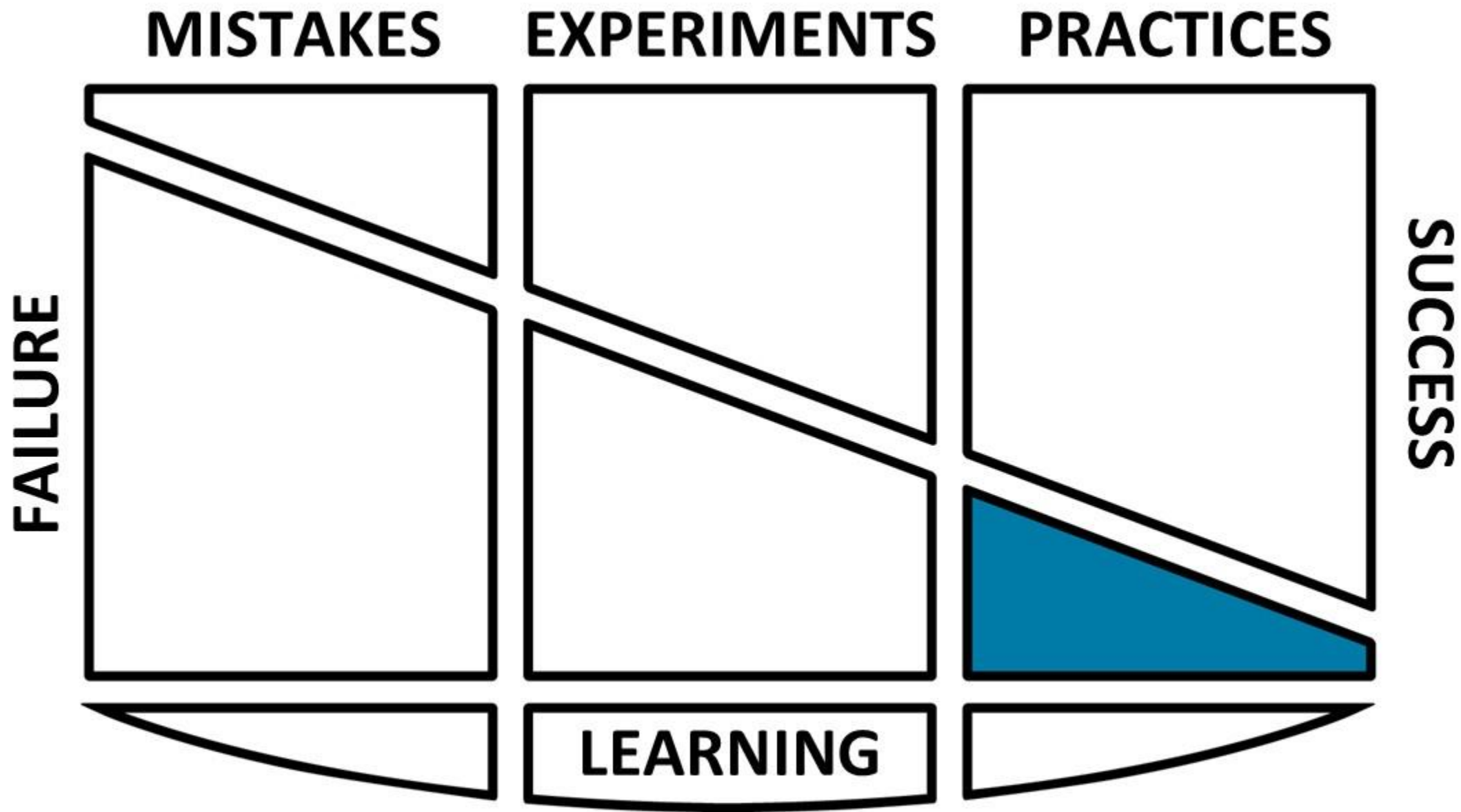




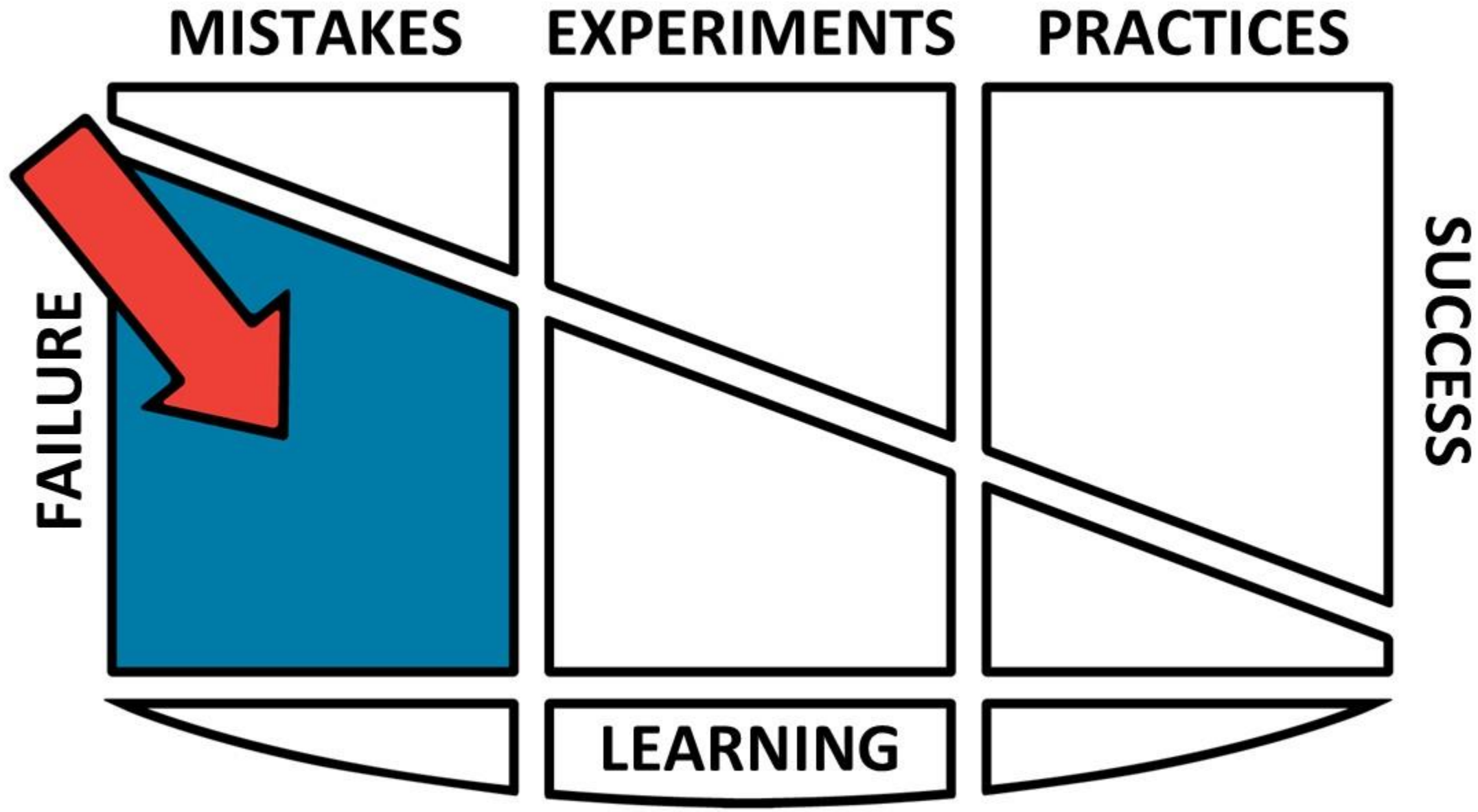
The Celebration Grid compares *behaviors* with *outcomes*.



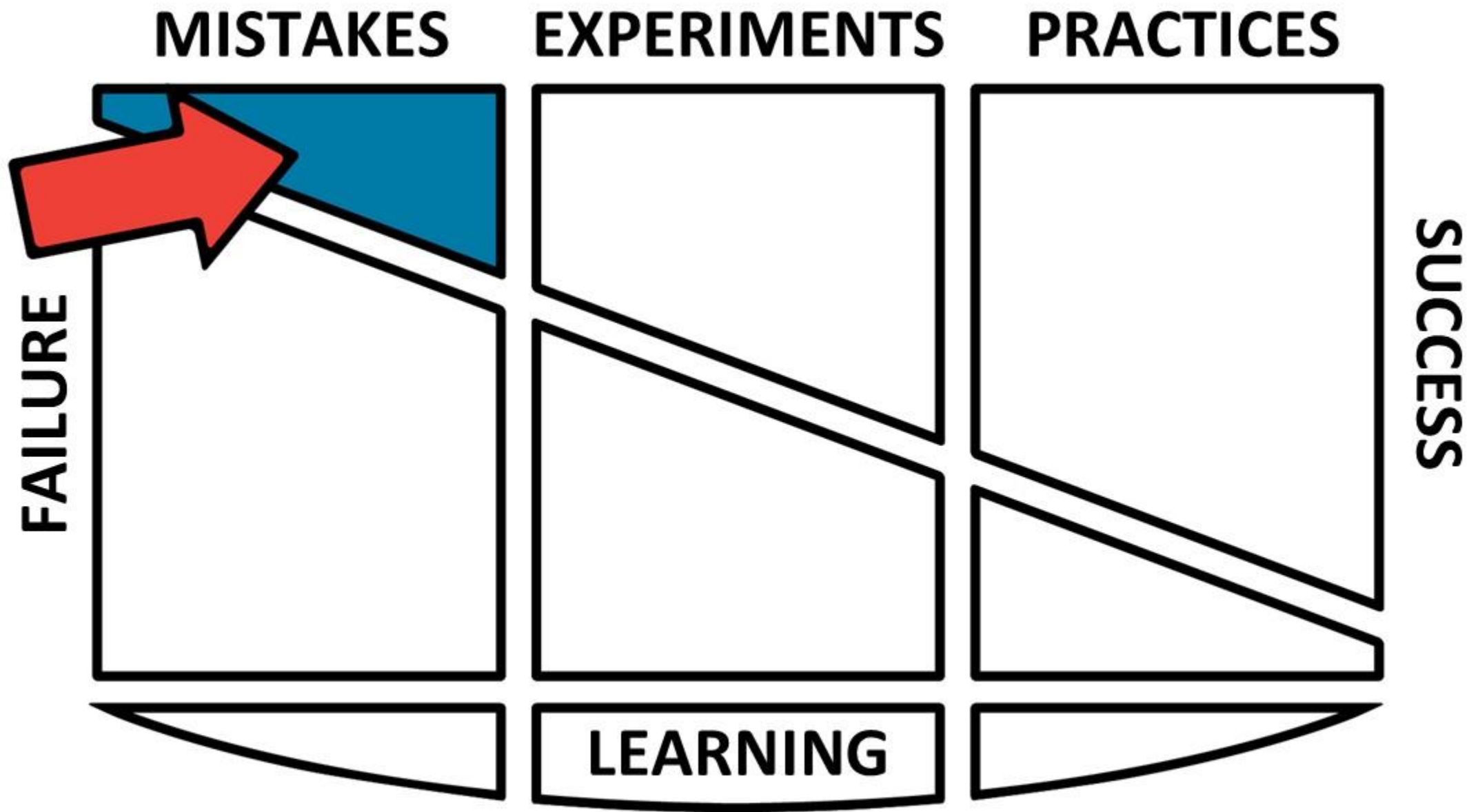
Good practices *usually* lead to success. That's why we have them.



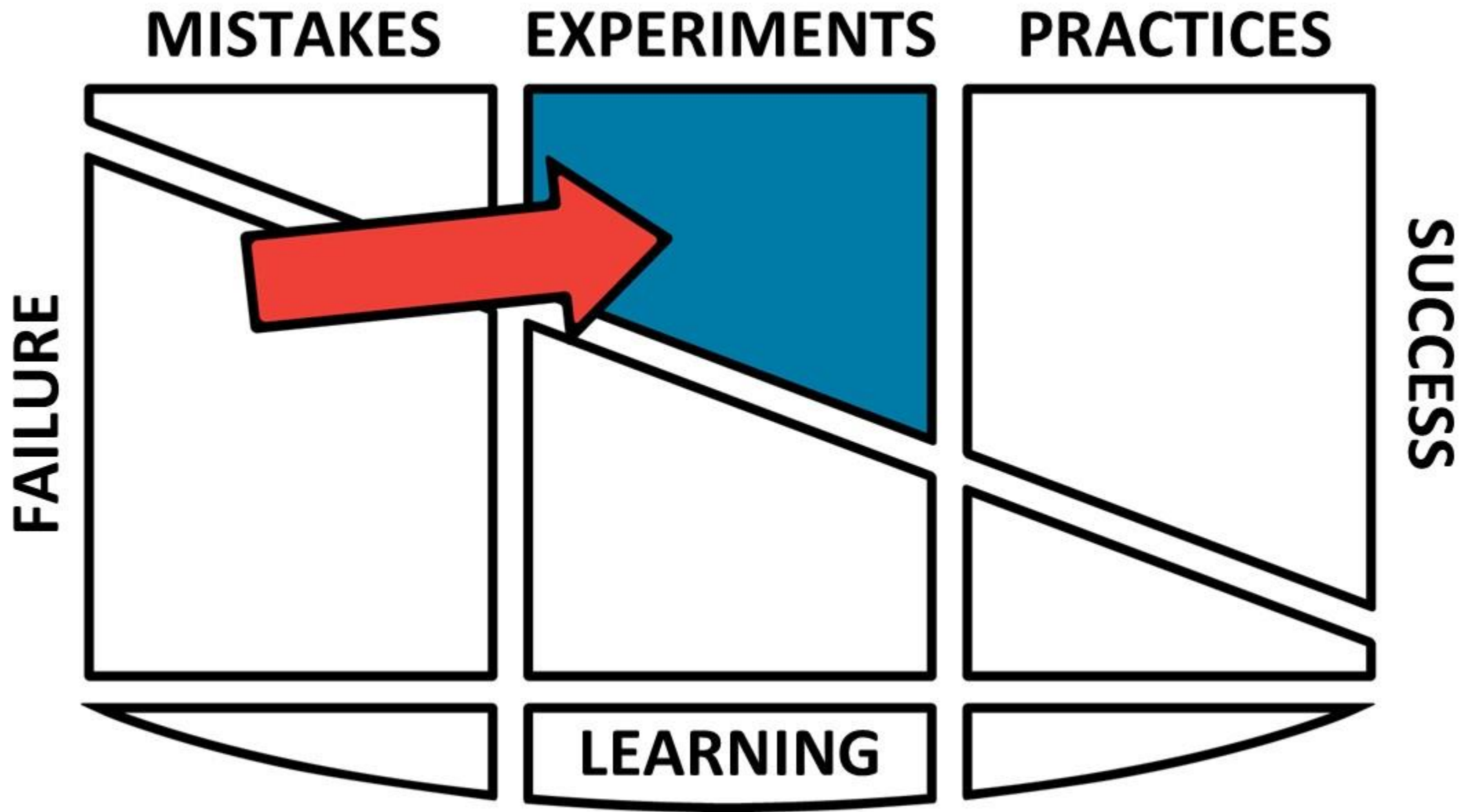
Though sometimes, good practices can fail.



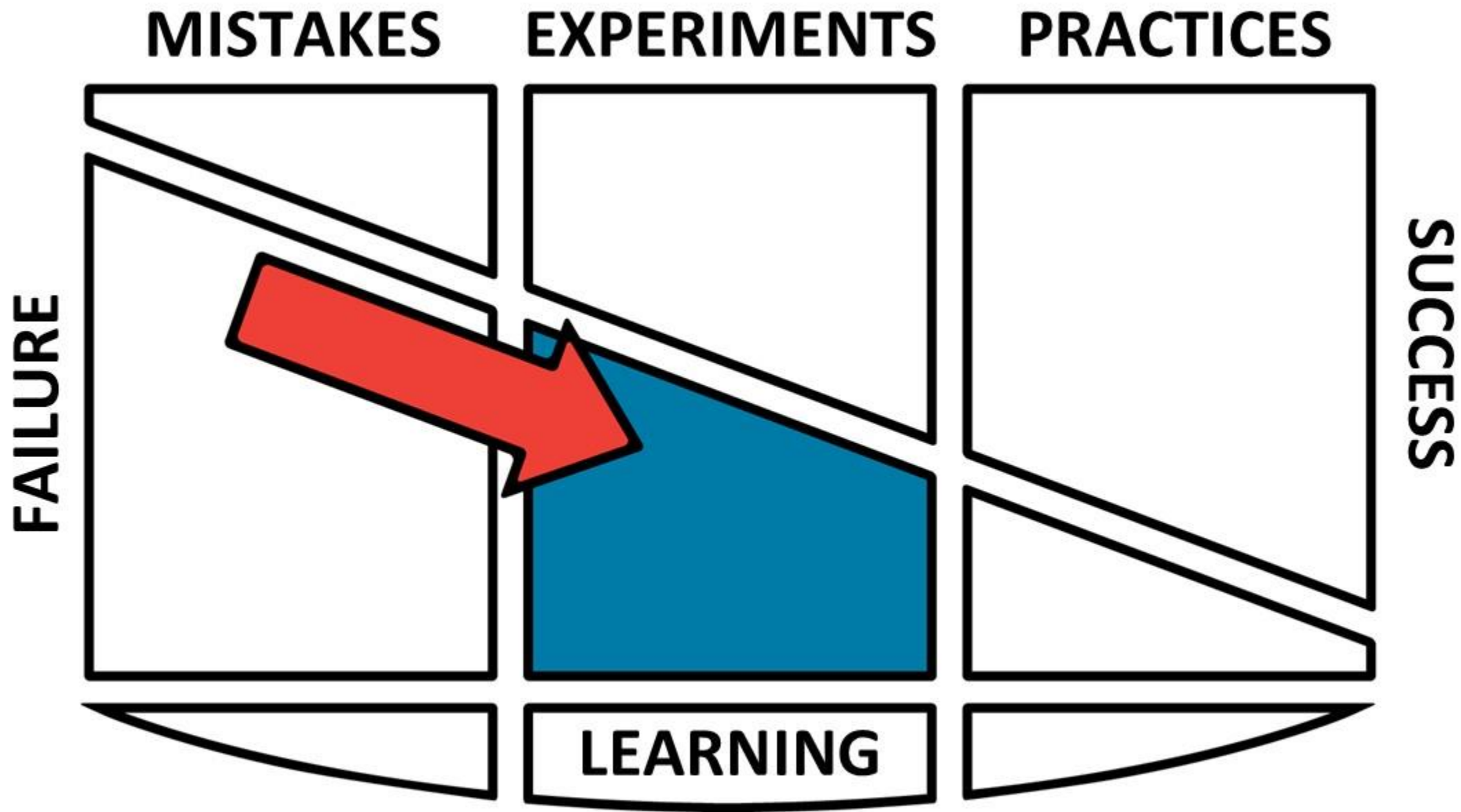
We avoid mistakes (bad practices) because they often lead to failure.



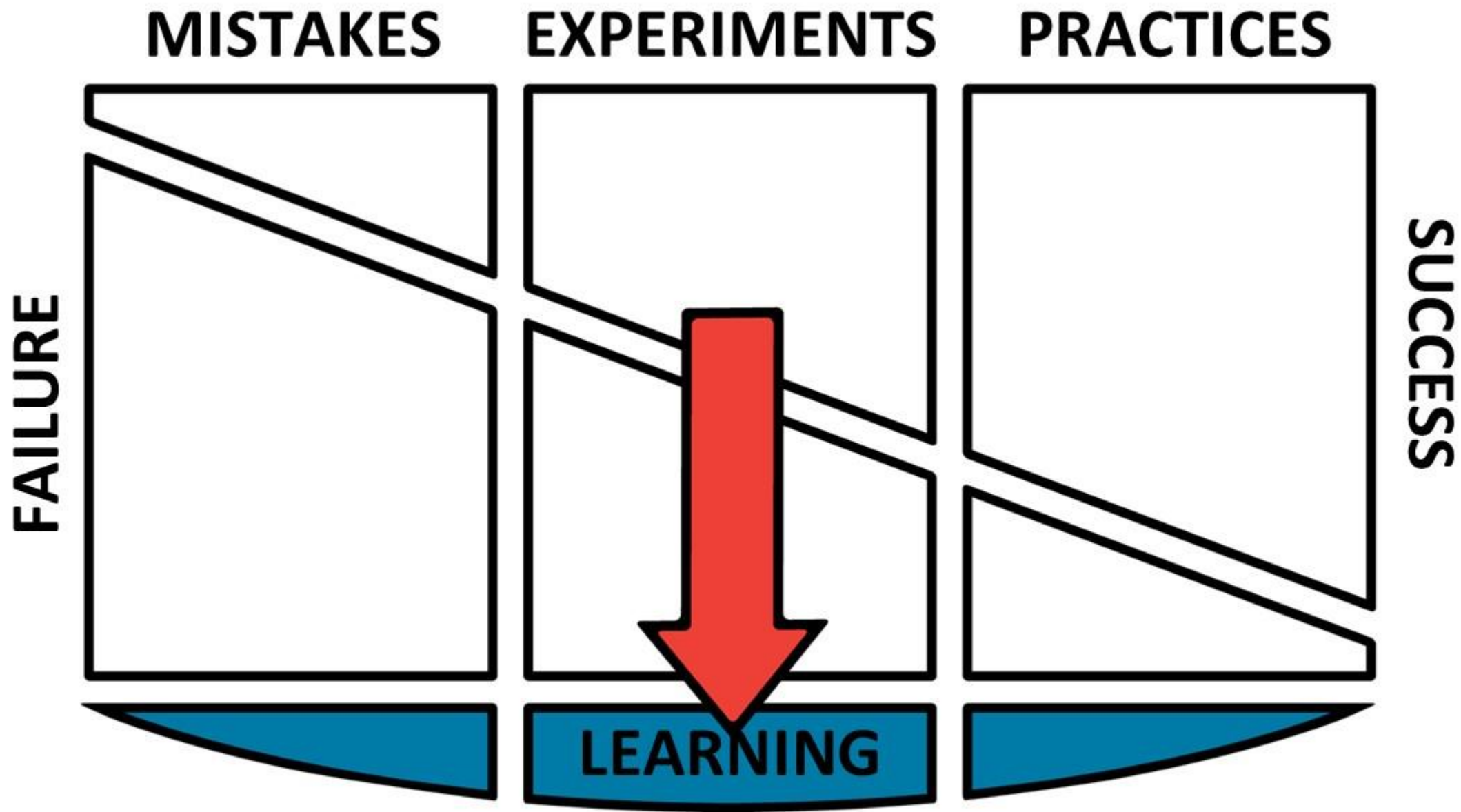
Though sometimes, mistakes surprise us with unexpected success.



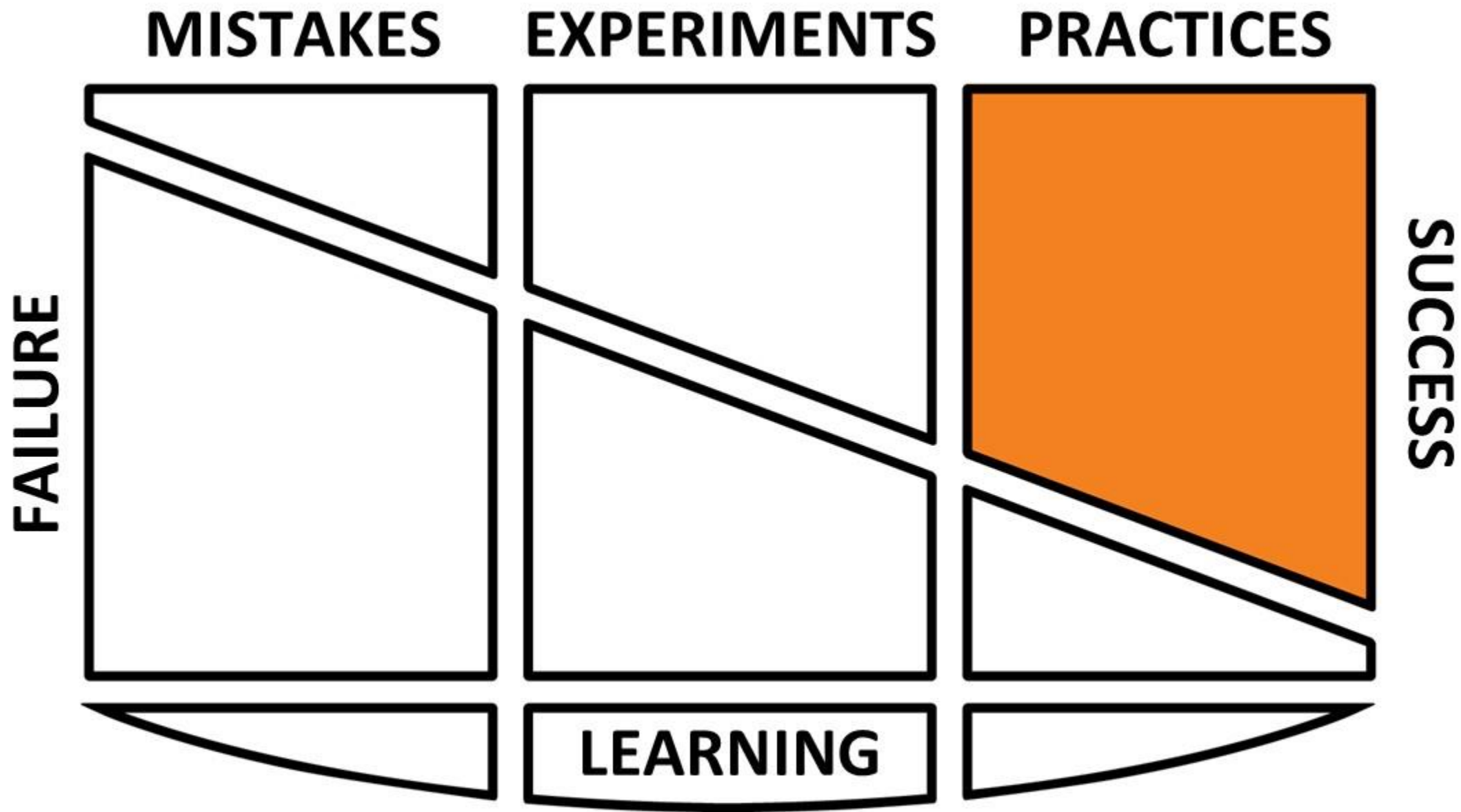
We run experiments when we don't know if we will succeed.



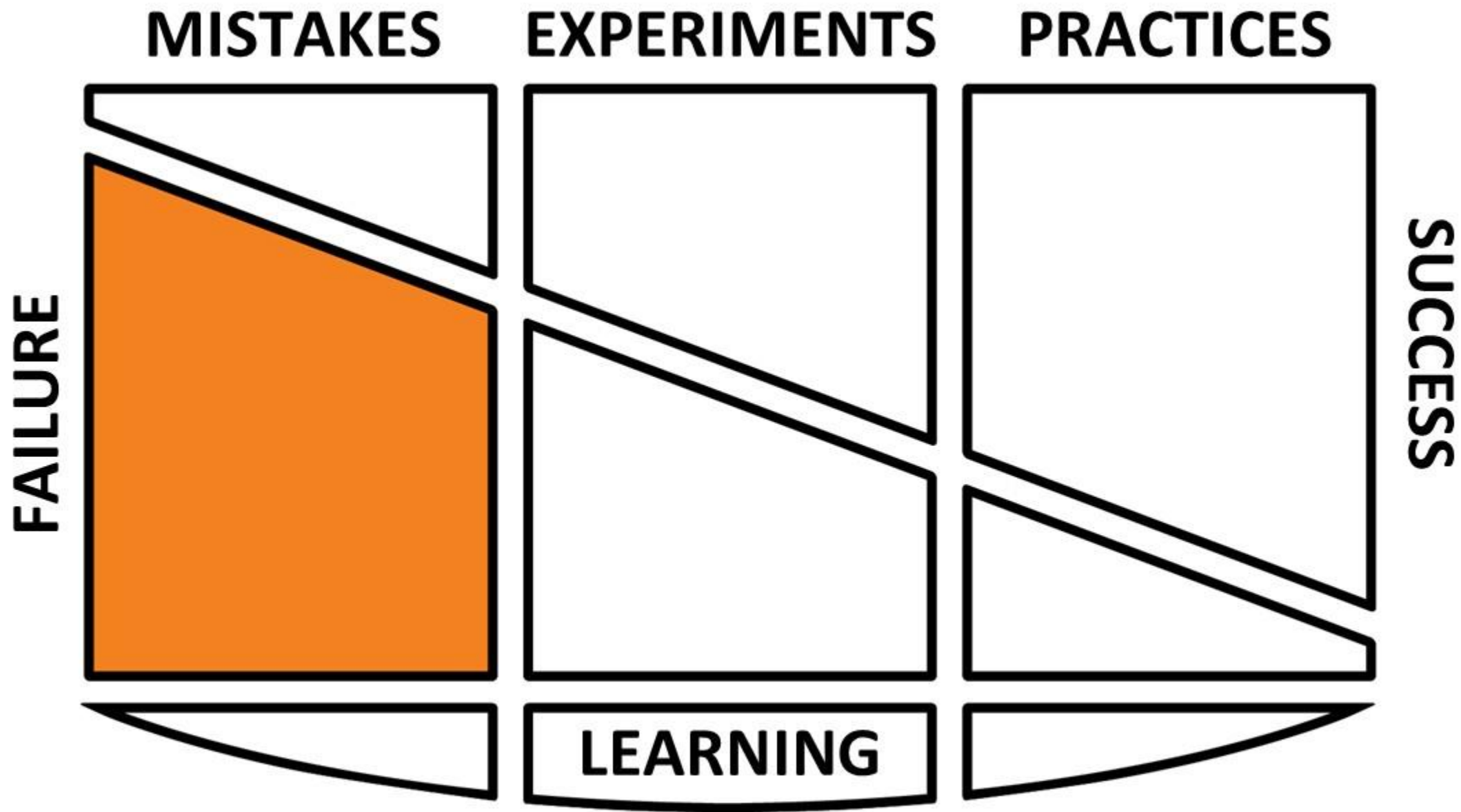
With all experiments, there is a good chance of failing.



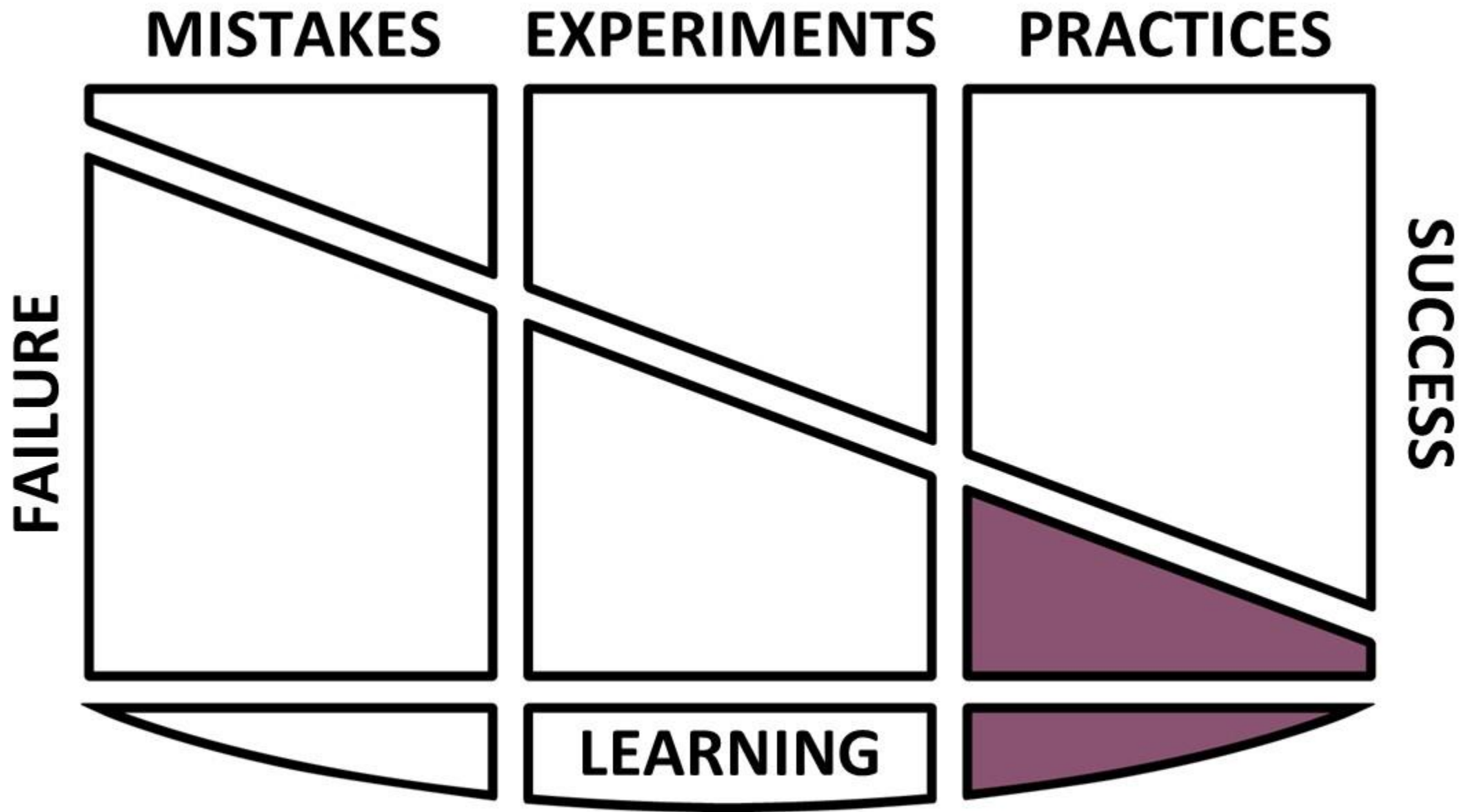
Learning is optimal when we have a 50/50 chance of succeeding.



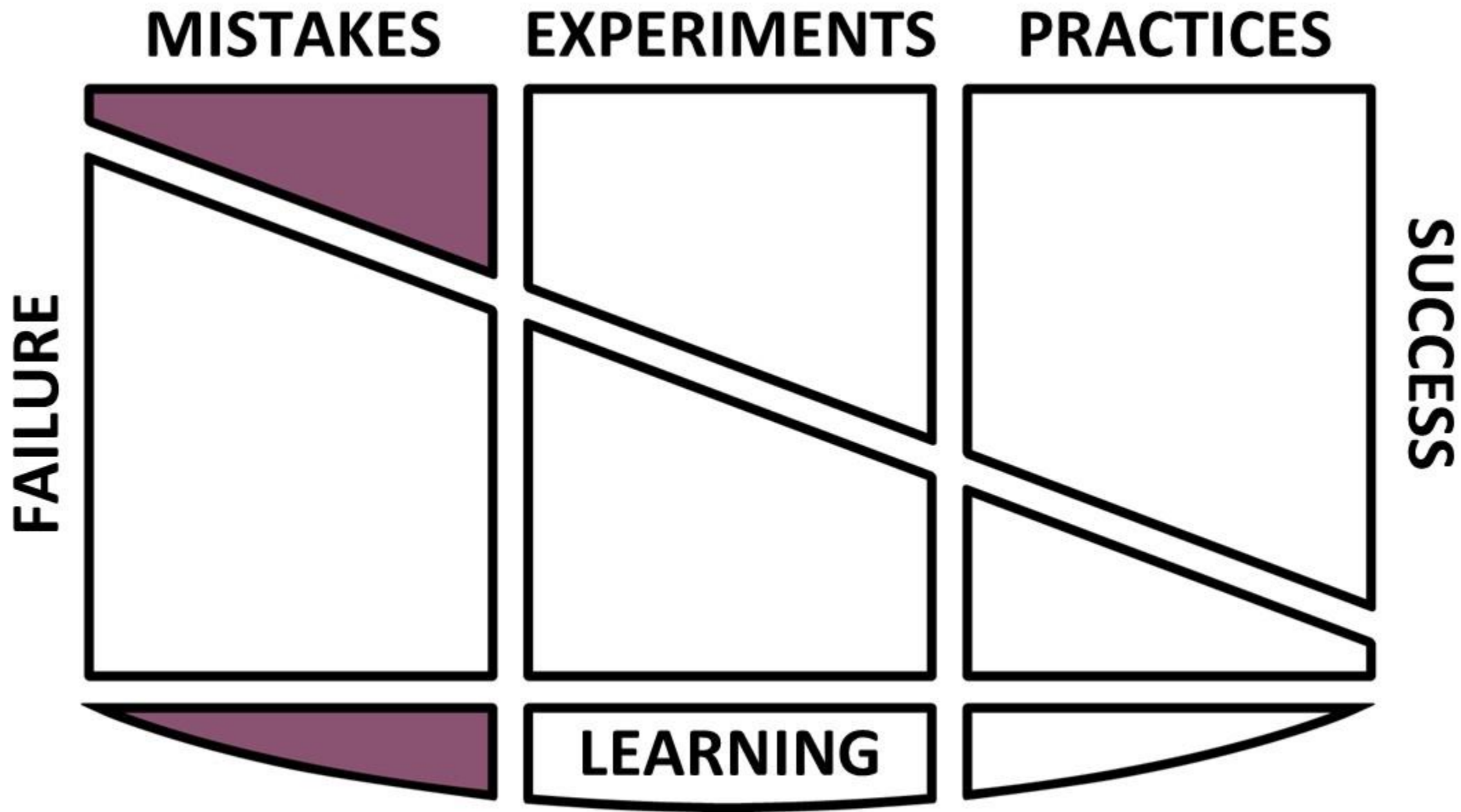
We don't learn anything when we just repeat good practices.



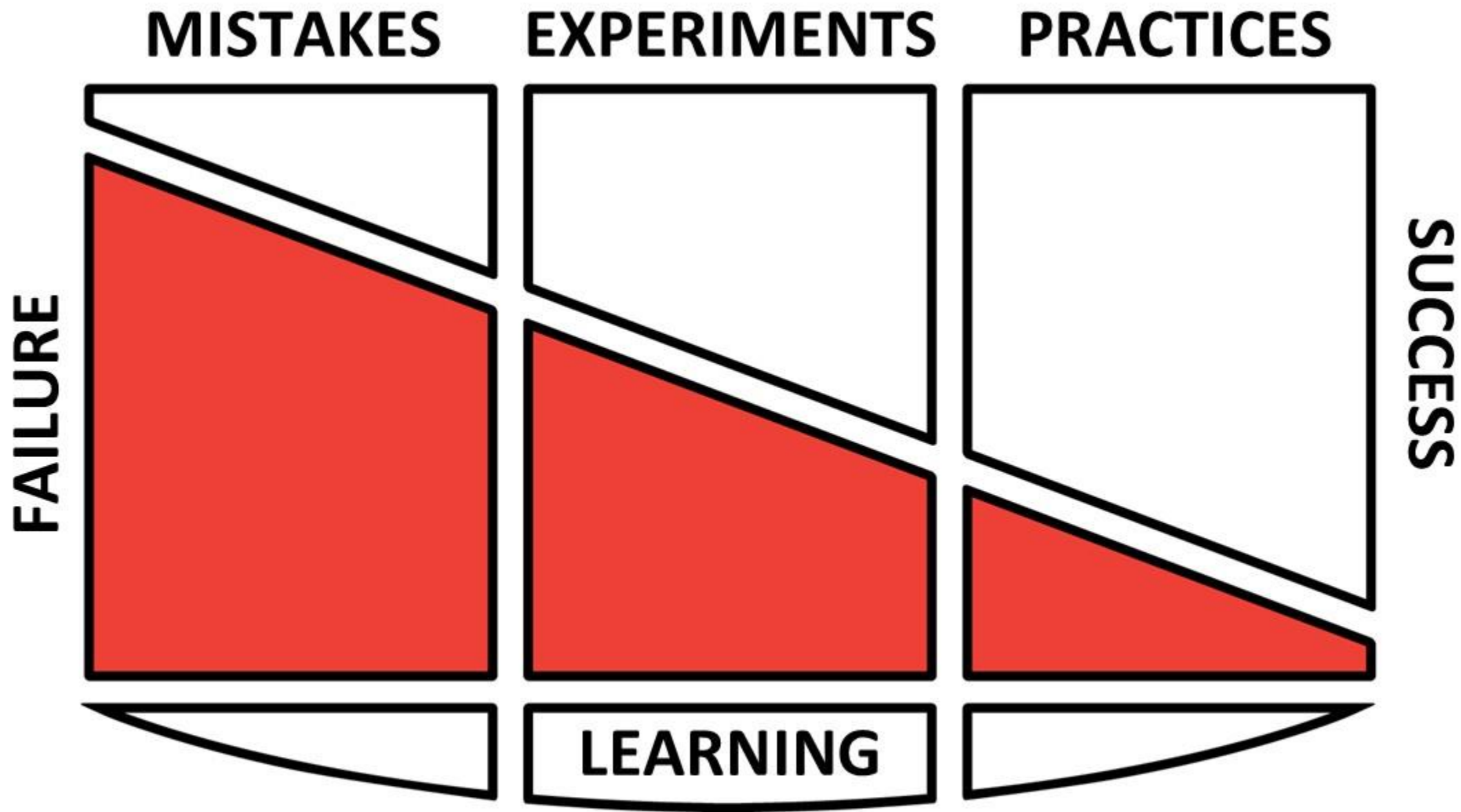
We also don't learn anything when we repeat the same mistakes.



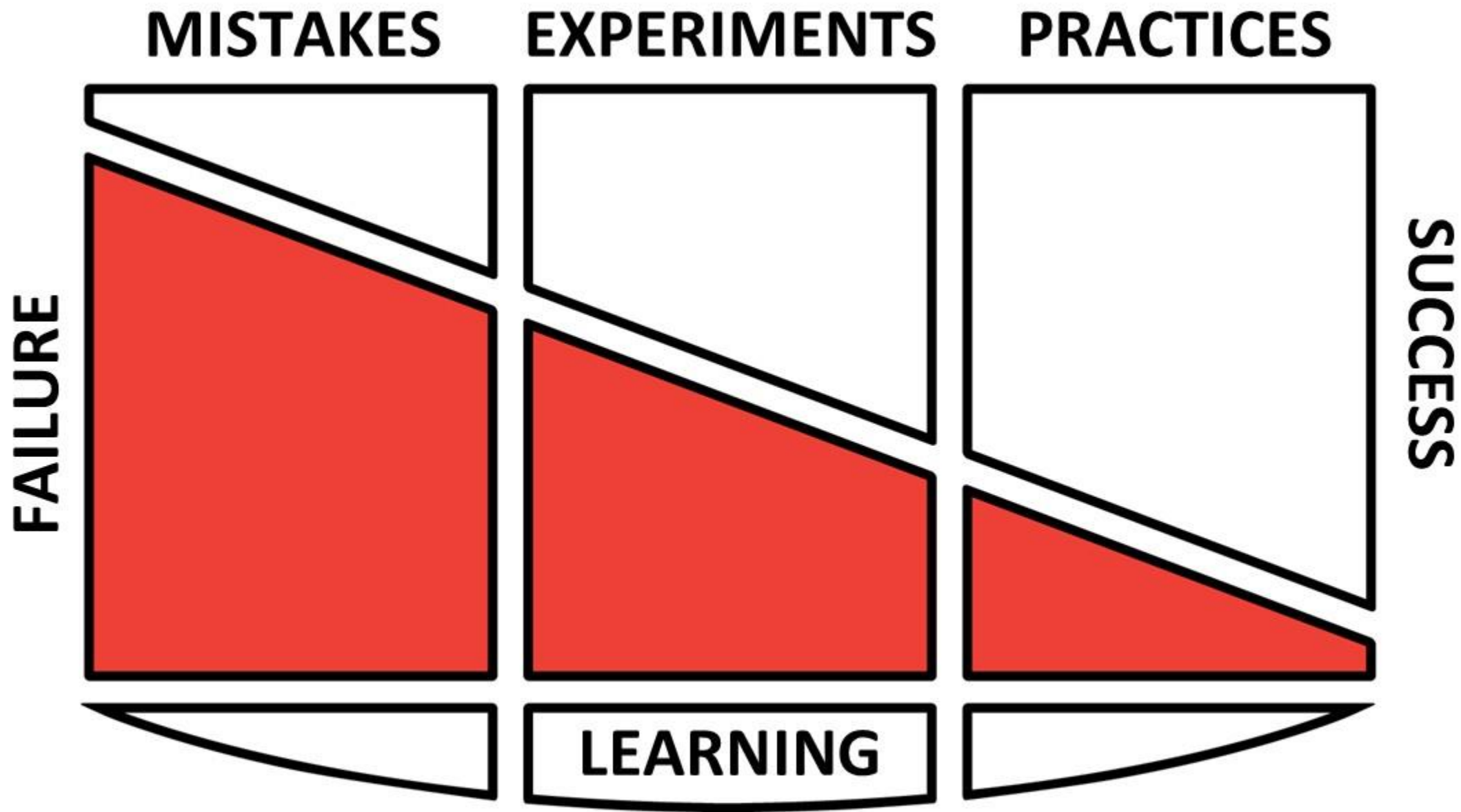
We *do* learn when good practices fail, though it doesn't happen often.



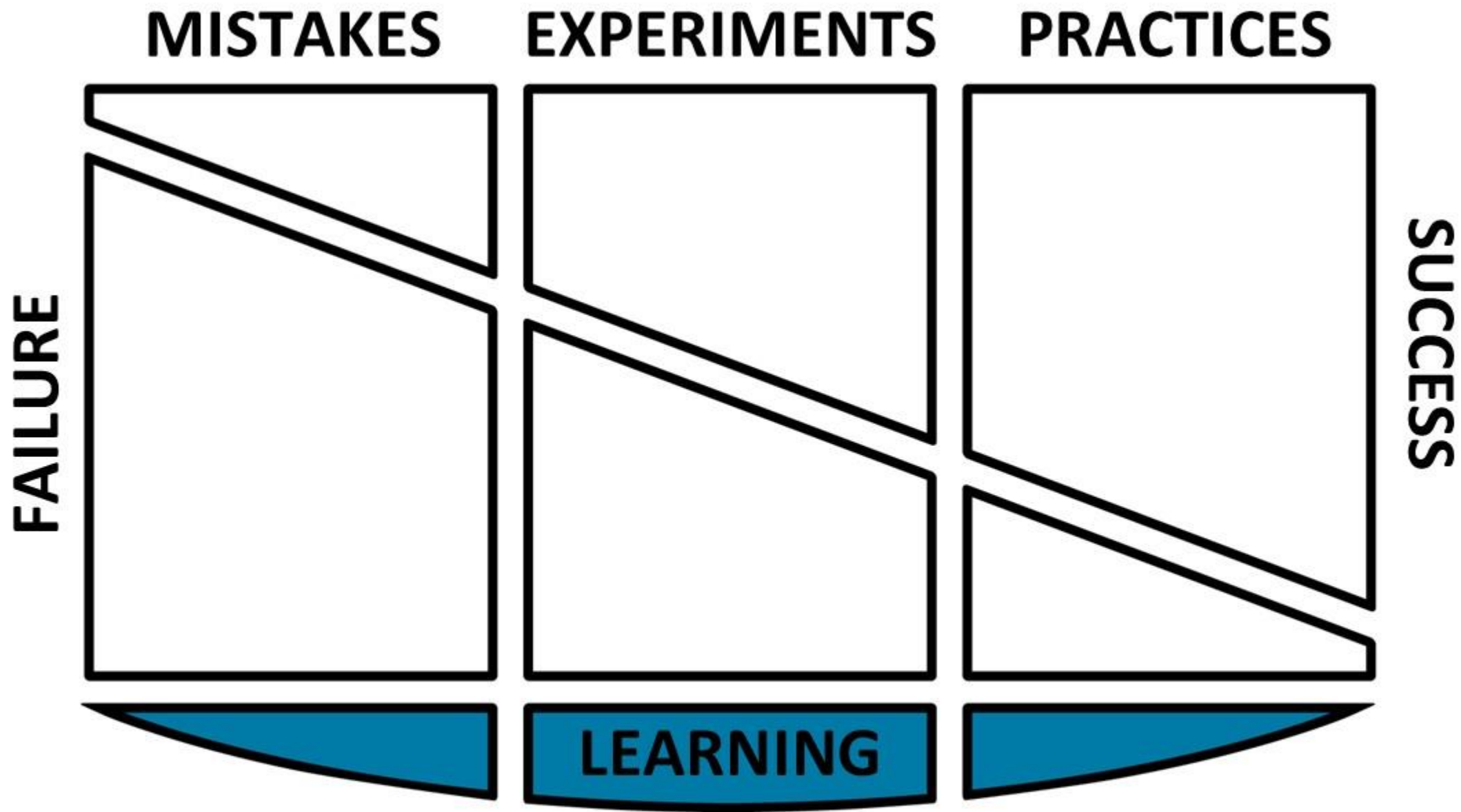
And we learn when mistakes are successful, which is also rare.



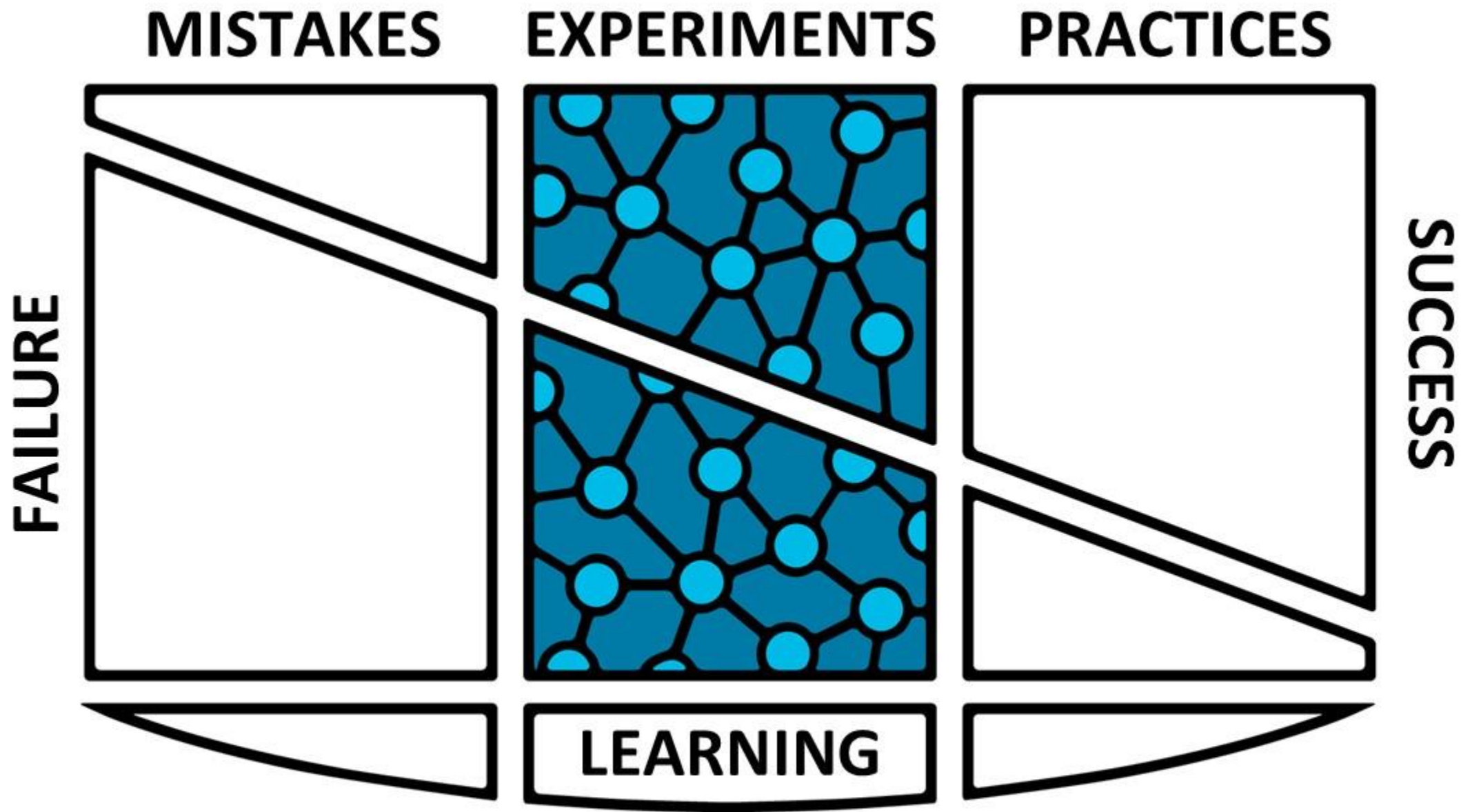
“Celebrate failure” includes failure from mistakes. That makes no sense.



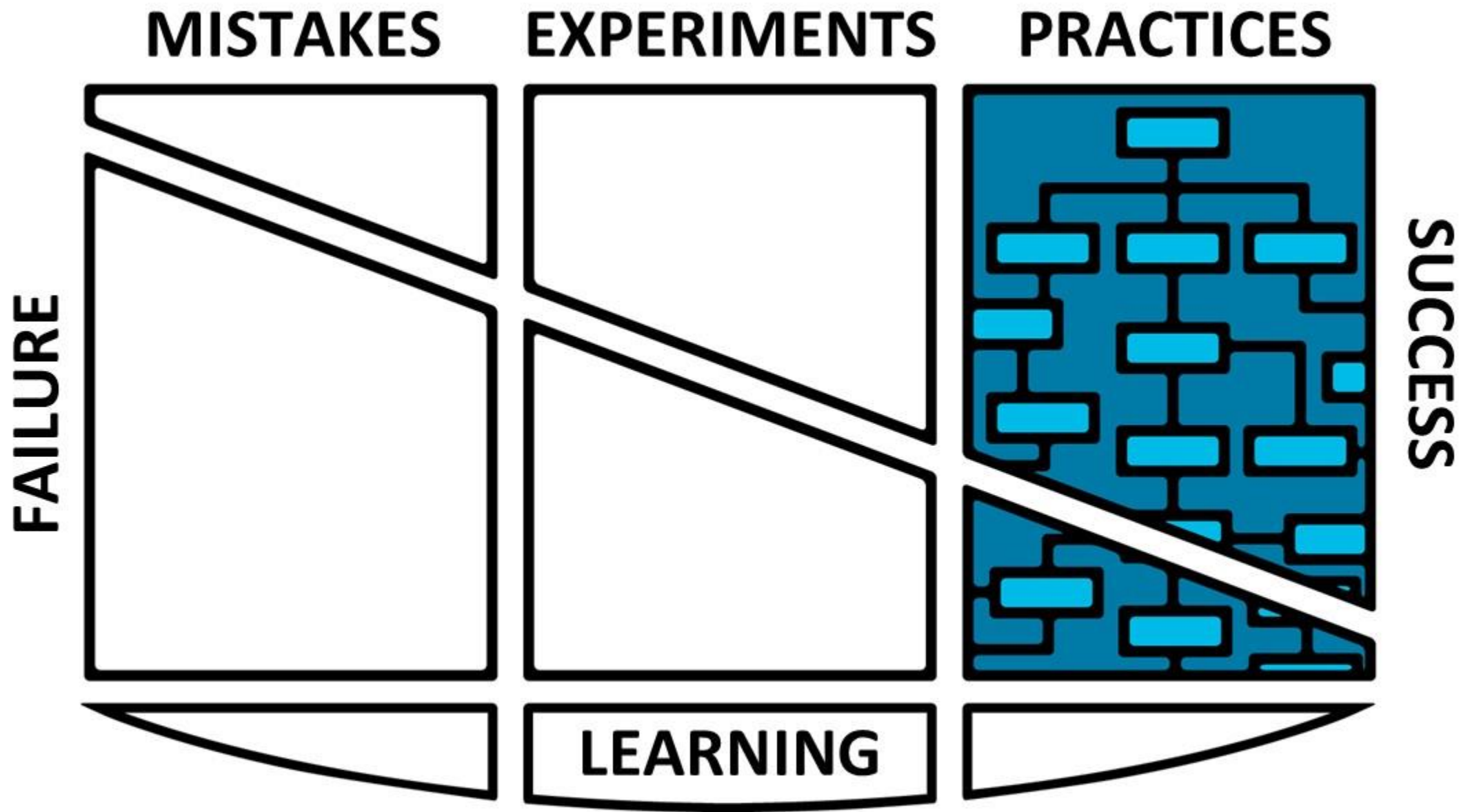
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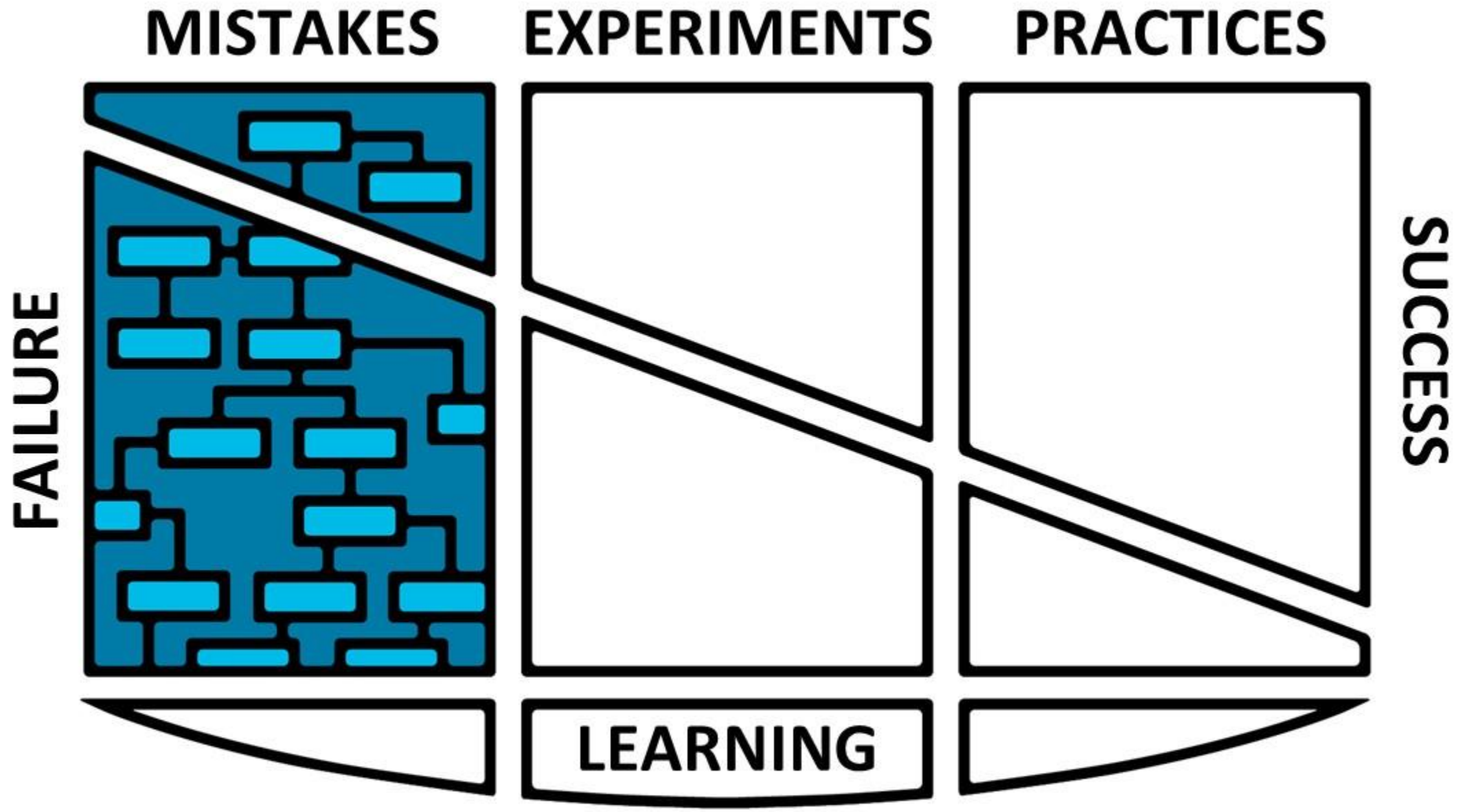
We know that learning is optimal when we run experiments.



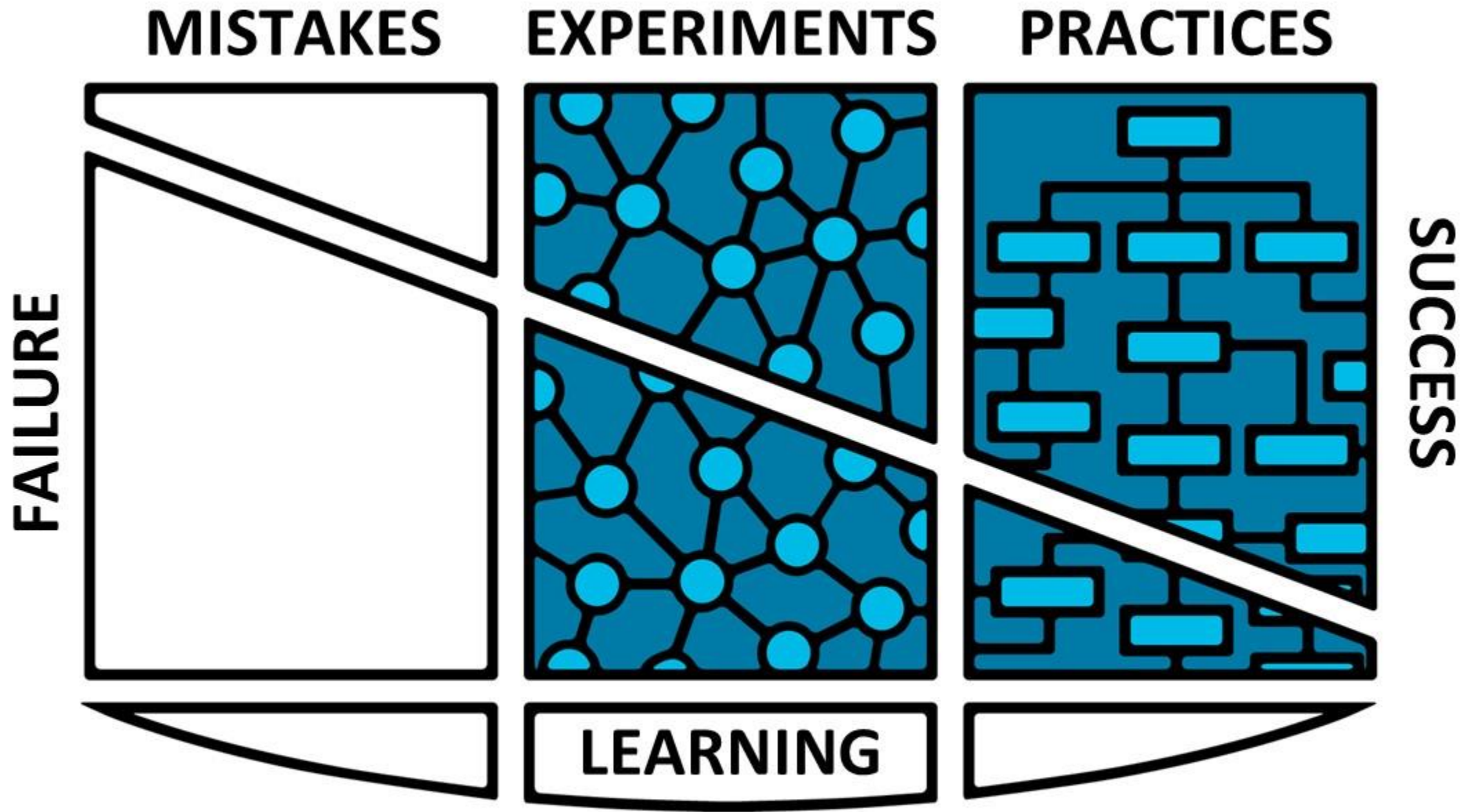
Networks are great at running experiments and *exploring* opportunities.



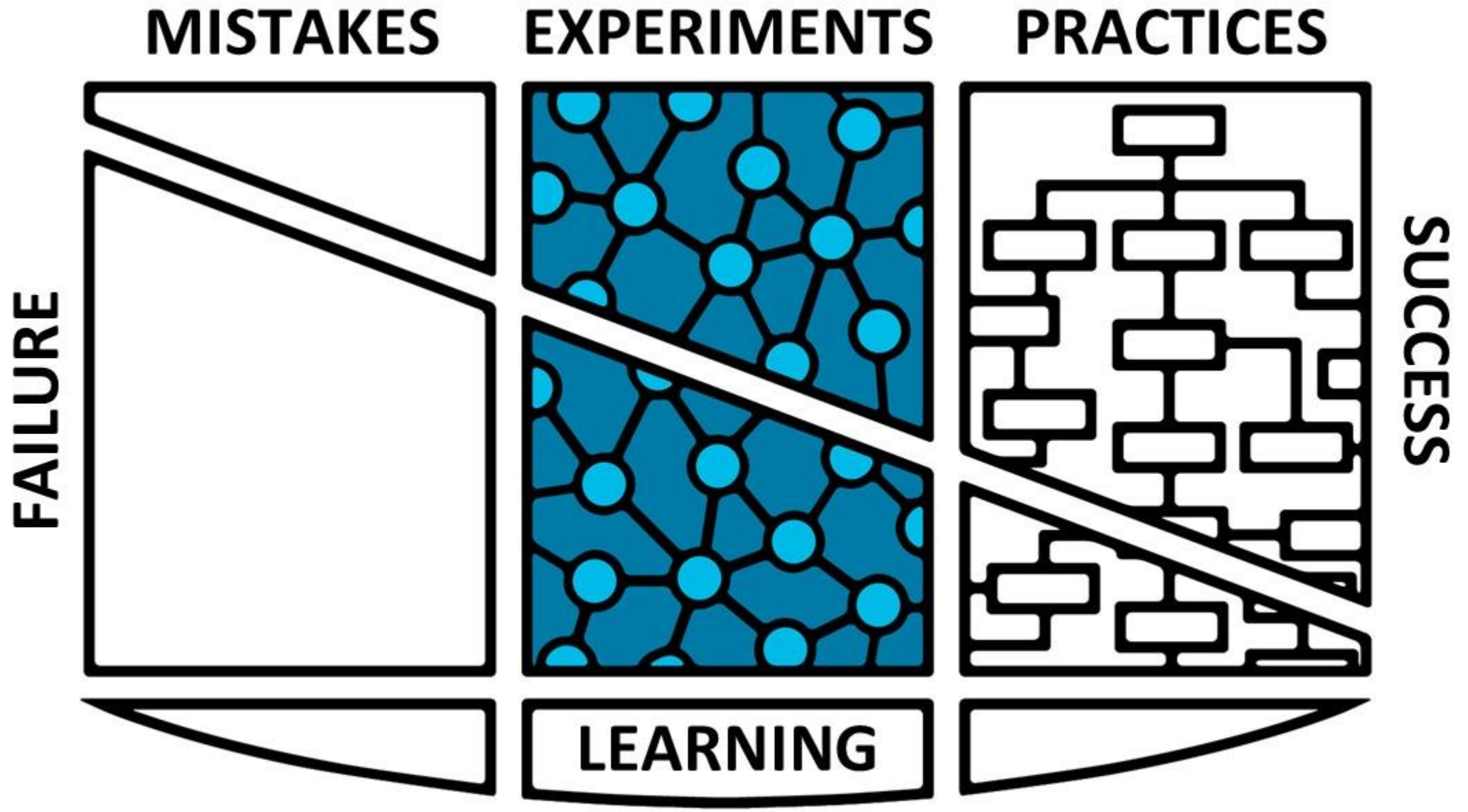
Hierarchies are good at repeating practices and *exploiting* successes.



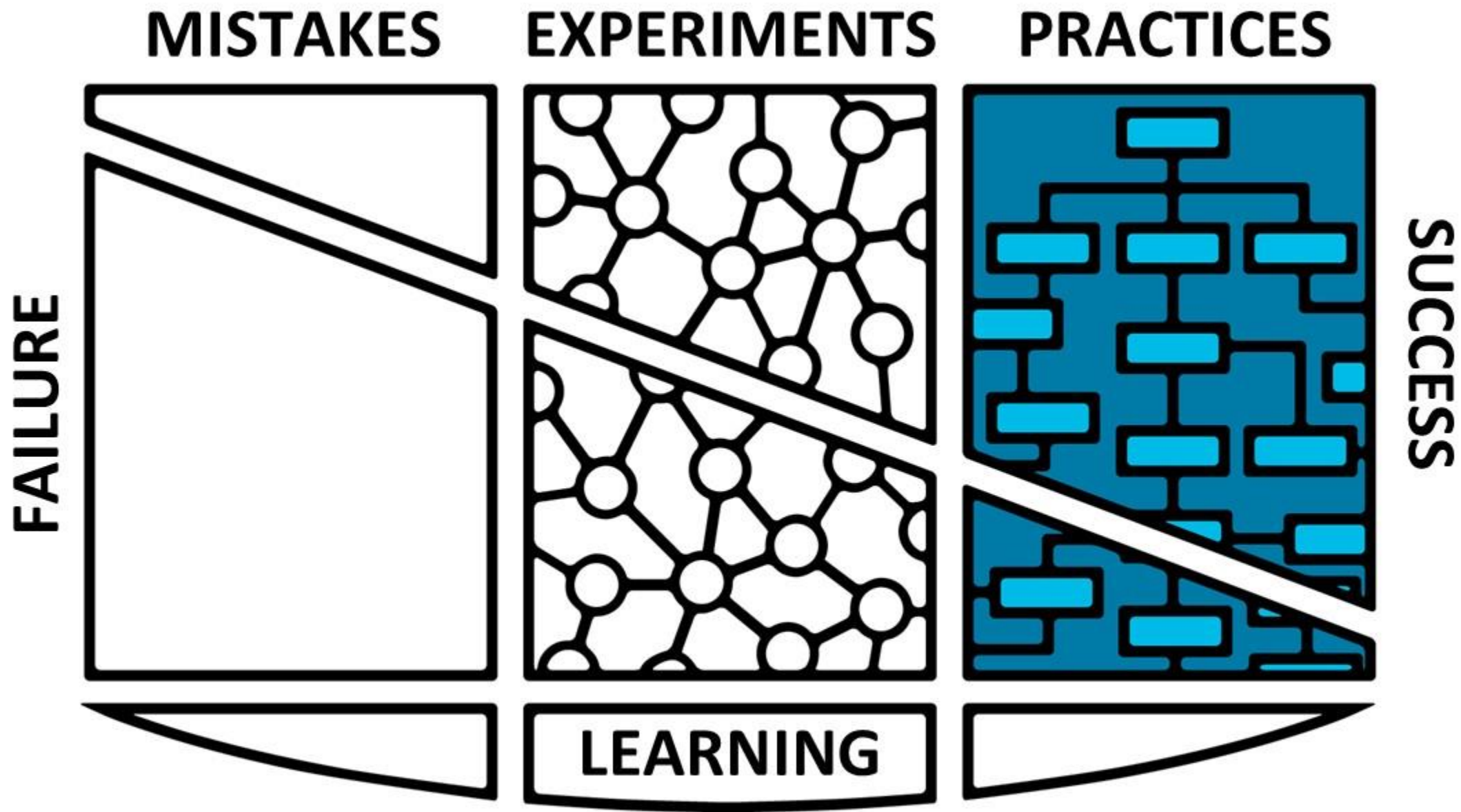
Hierarchies are also good at repeating the same mistakes. ;-)



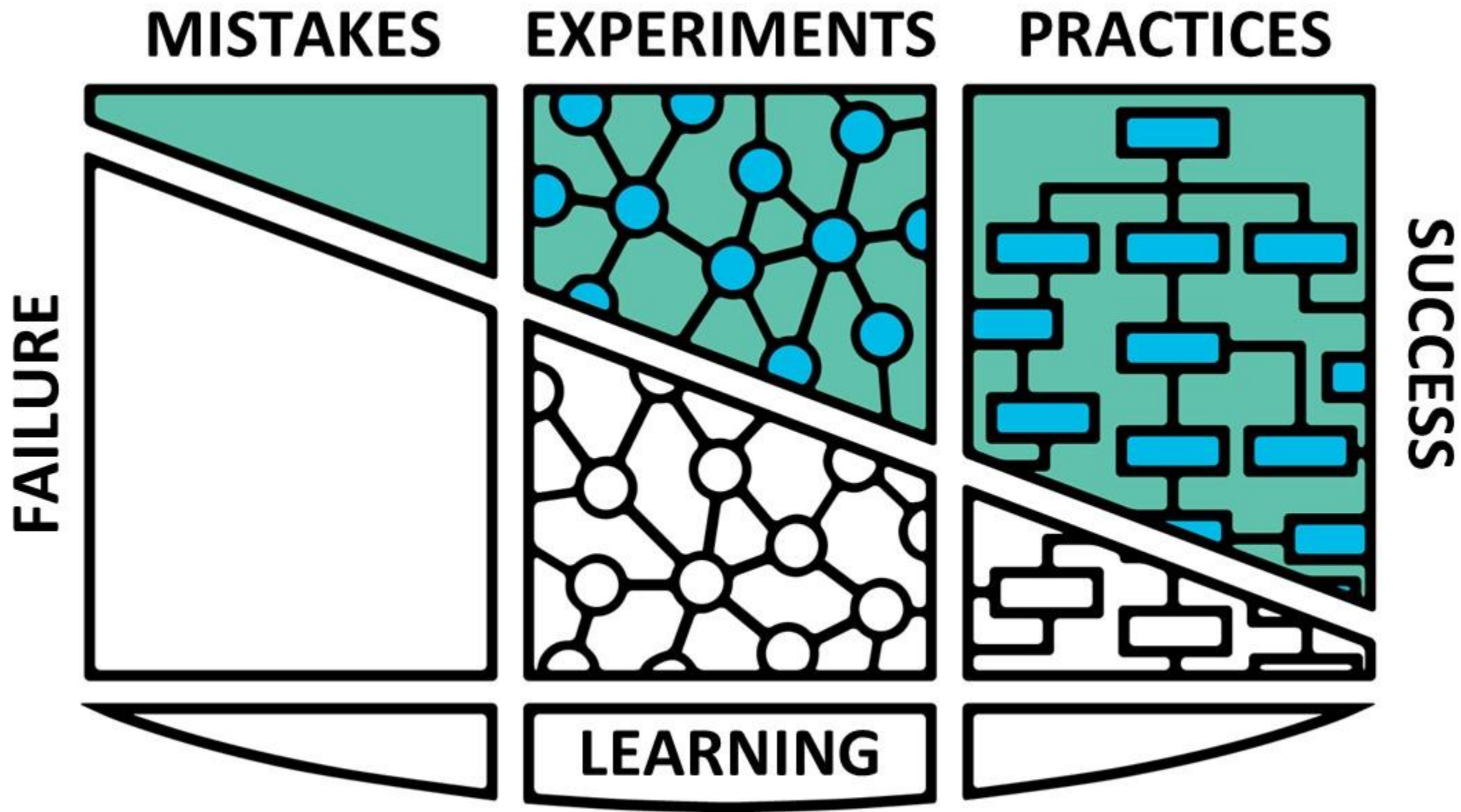
Healthy organizations make use of both networks and hierarchies.



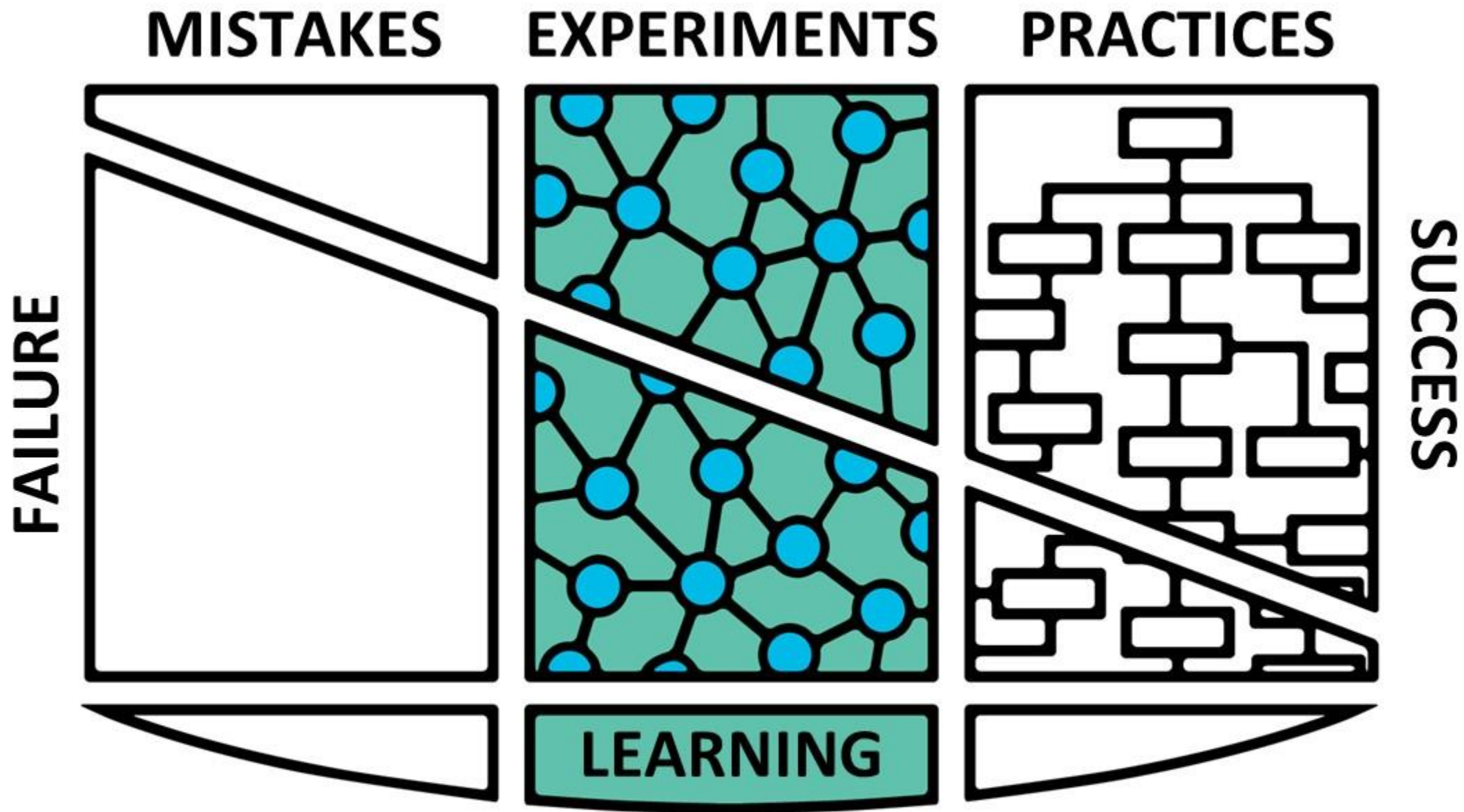
They use networks for creativity, innovation and effectivity.



They use hierarchies for quality, predictability and efficiency.



It is important to celebrate successes, with a focus on good practices.



And it is important to celebrate learning, in safe environments.



Mike Kaufman

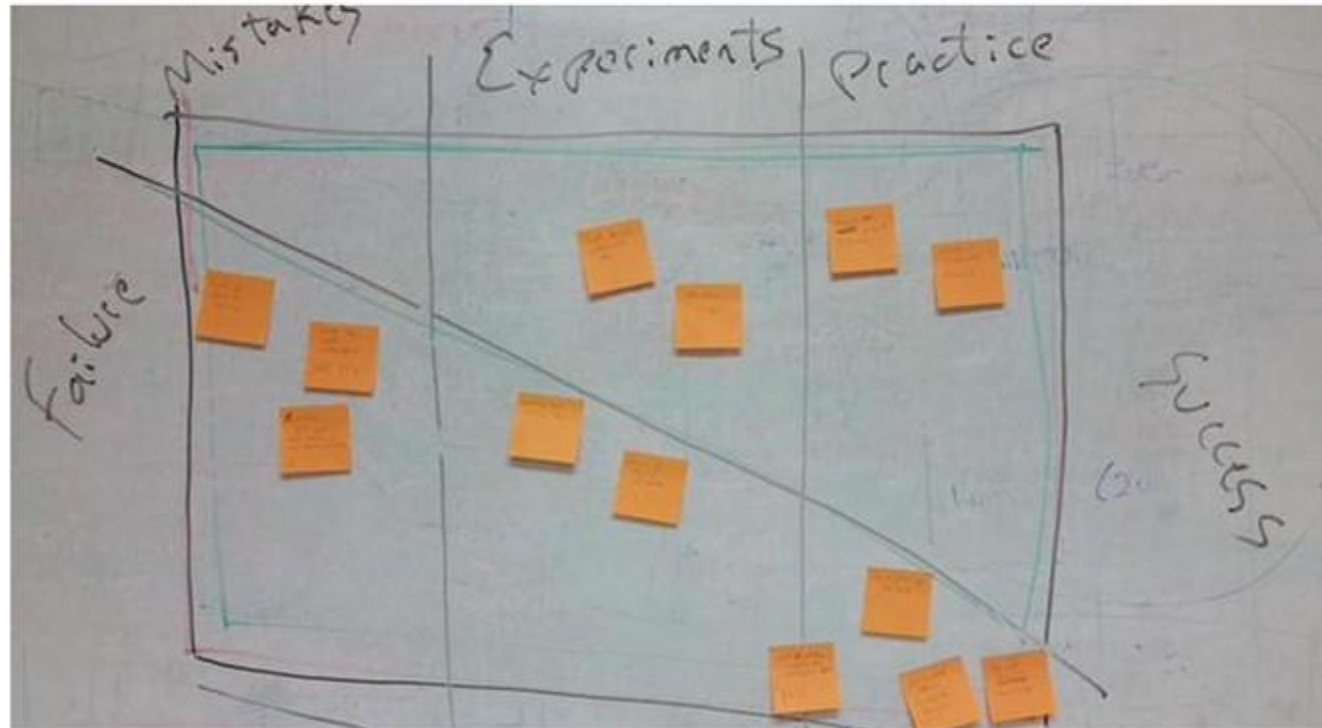
@mkaufman811



+ Follow

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

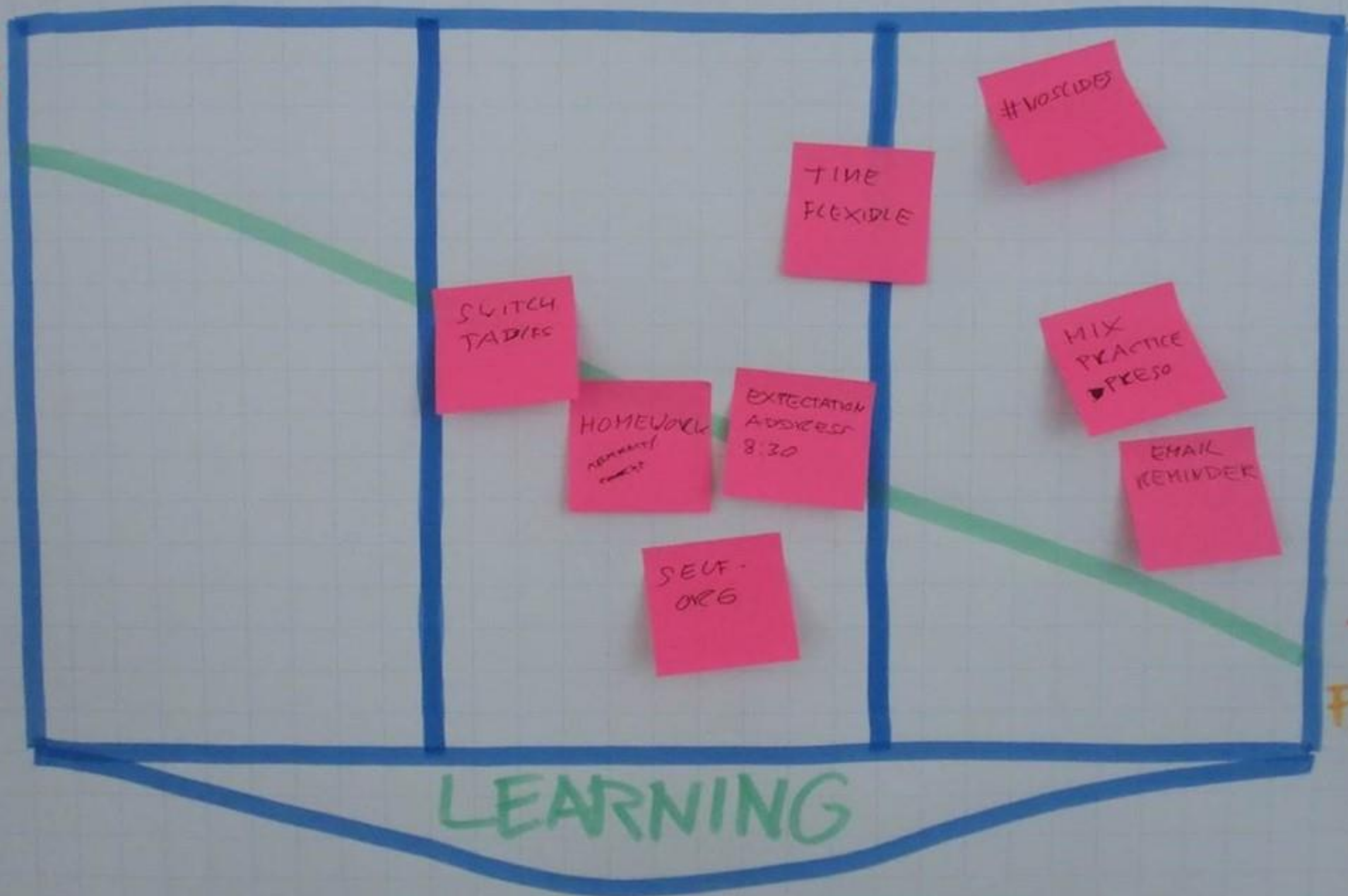
Guelph, Ontario



MISTAKES EXPERIMENTS PRACTICES

SUCCESS

FAILURE

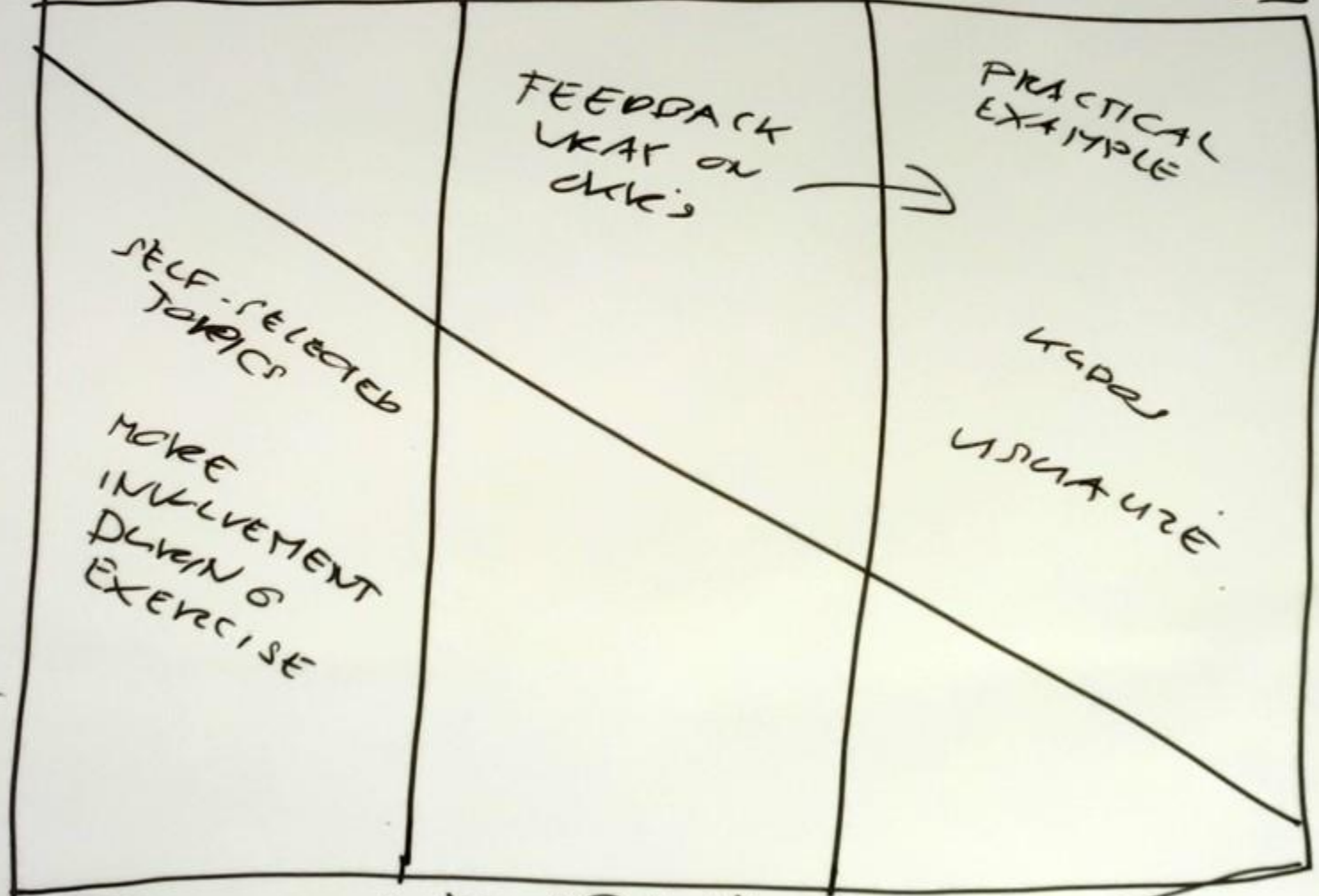


FAILURE

CROSS-GROUP
INTERACTION
REFLECTION

MISTAKES EXPERIMENTS PRACTICES

TTD-ATA



SVC LTKS

LEARNING



Bad practice Experiment Good practice

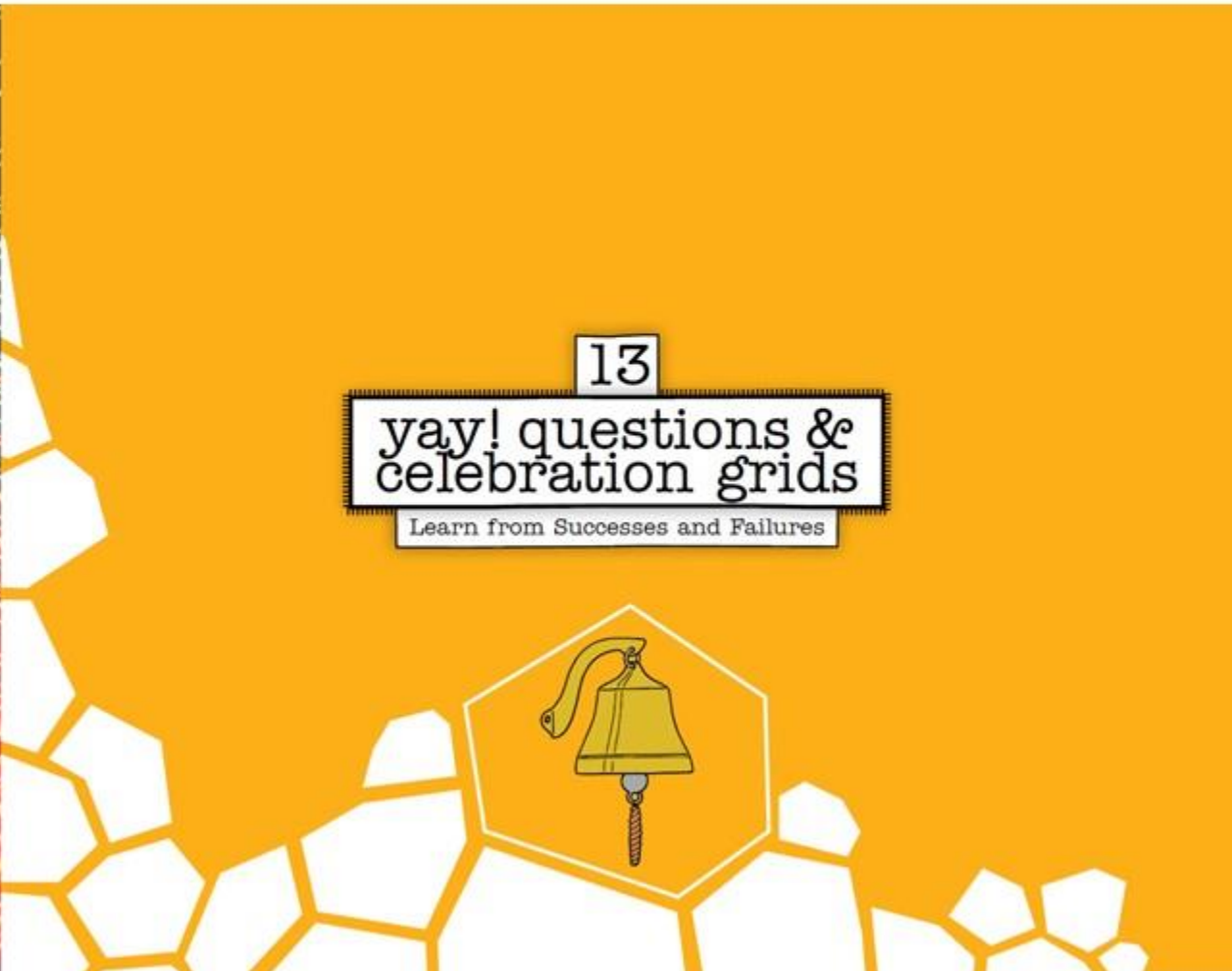
	table pieces for deliveries	work on several streams in parallel
unstable code ⇒ no replan		work in competition
not enough test ^{more} (edge cases)	rebase with errors	work with funk authors
		work on own ideas

FAILURE

SUCCESS



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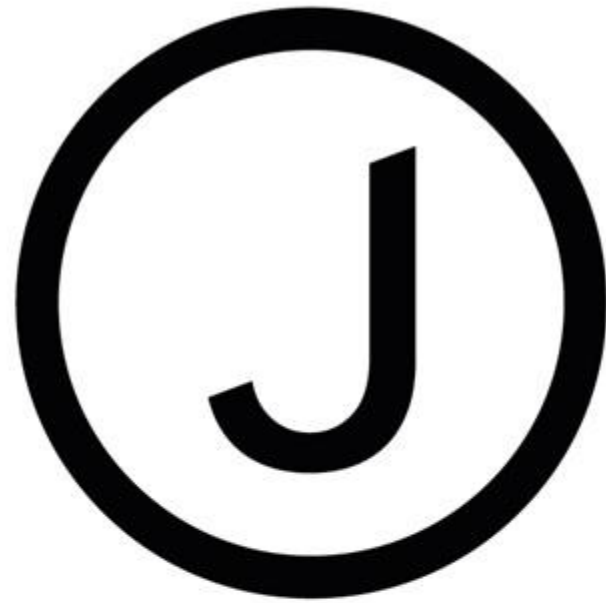
yay! questions & celebration grids

Learn from Successes and Failures



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