



AGILE GURGAON 2016



27-28 May 2016

The Leela Ambience Hotel,
Gurgaon

www.agilegurgaon.com

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

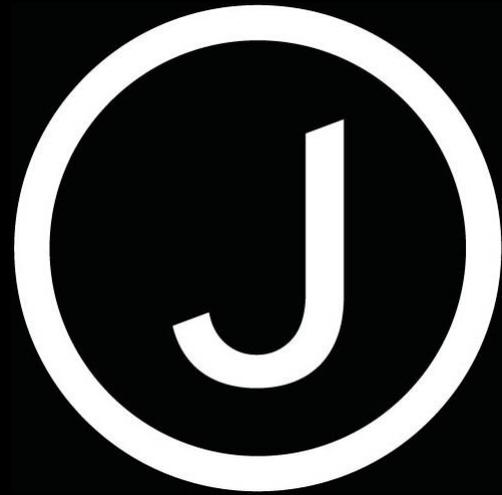
Managing for Happiness

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.”

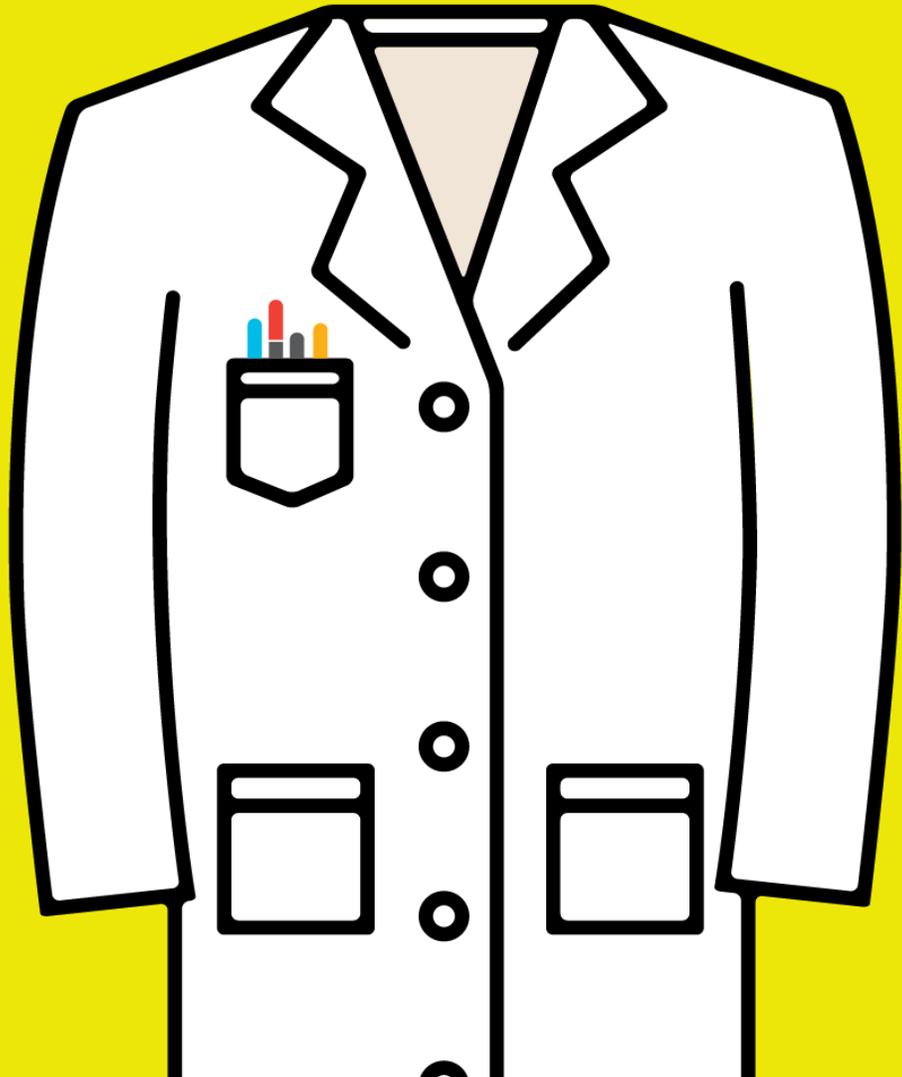
Seth Godin, [The Icarus Deception](#)





Collaborative Cross-Company Cooking





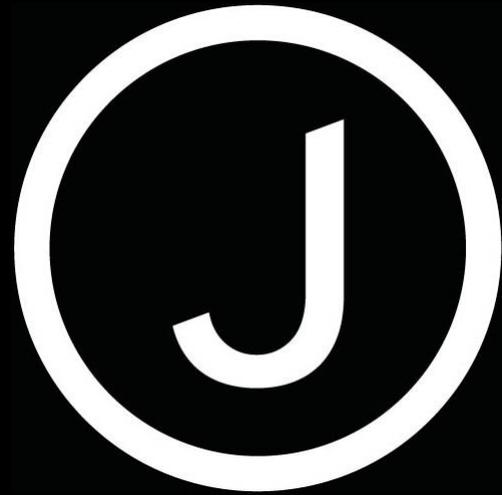
**Run experiments,
not frameworks.**

**Manage the system,
not the people.**





**Focus on progress,
not on happiness**



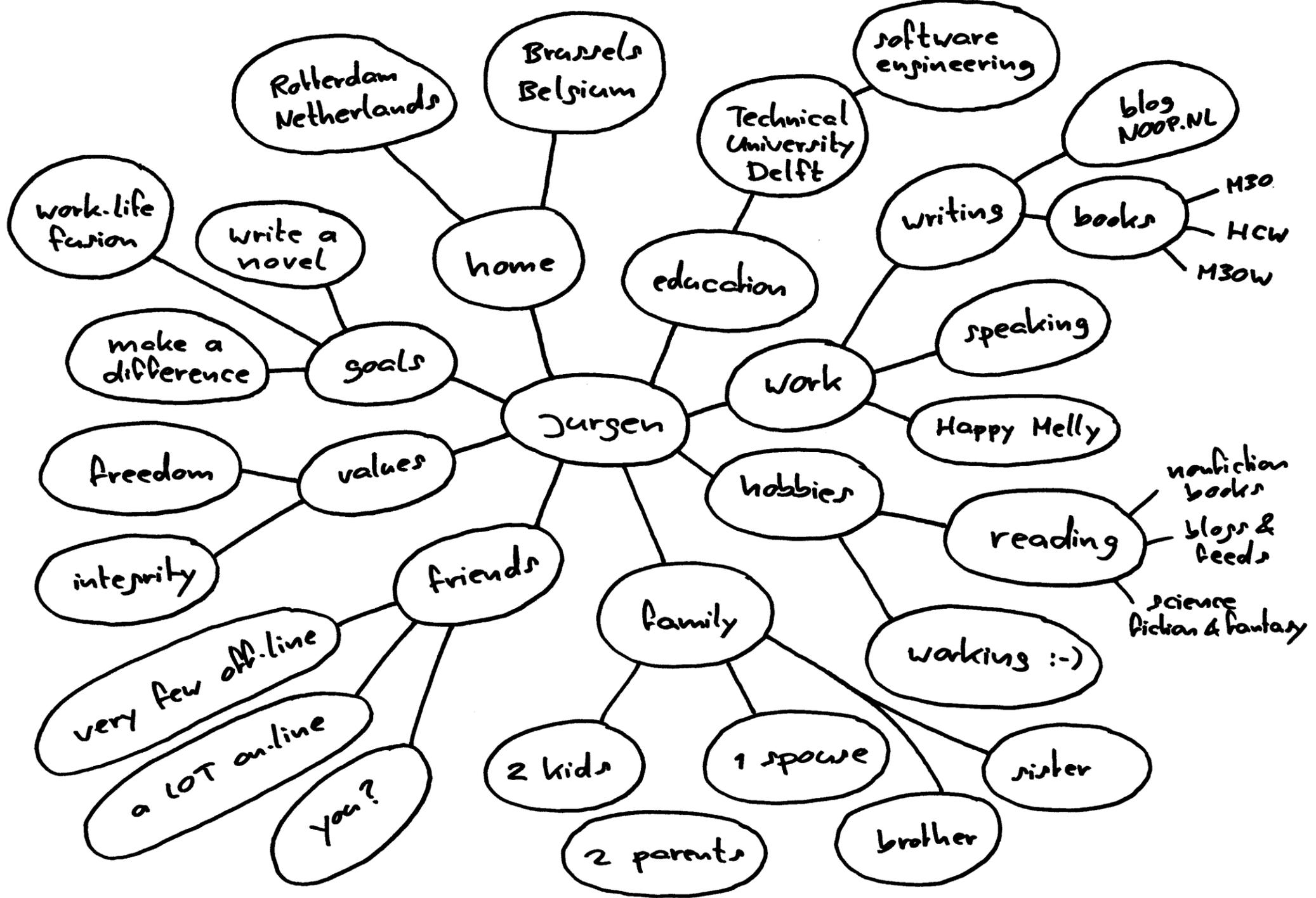


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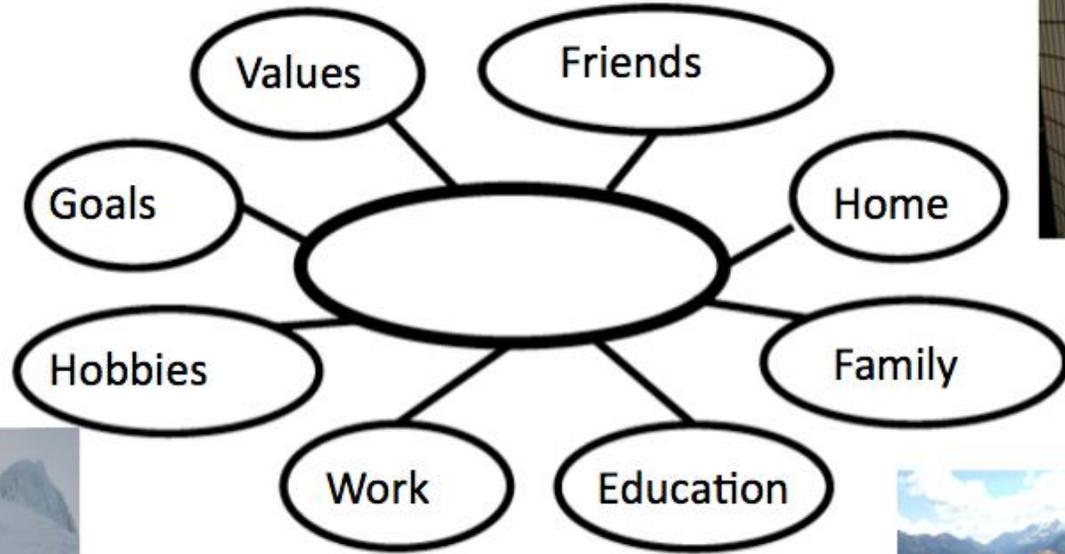
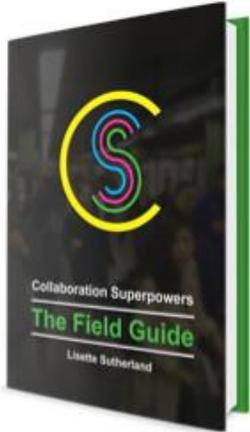
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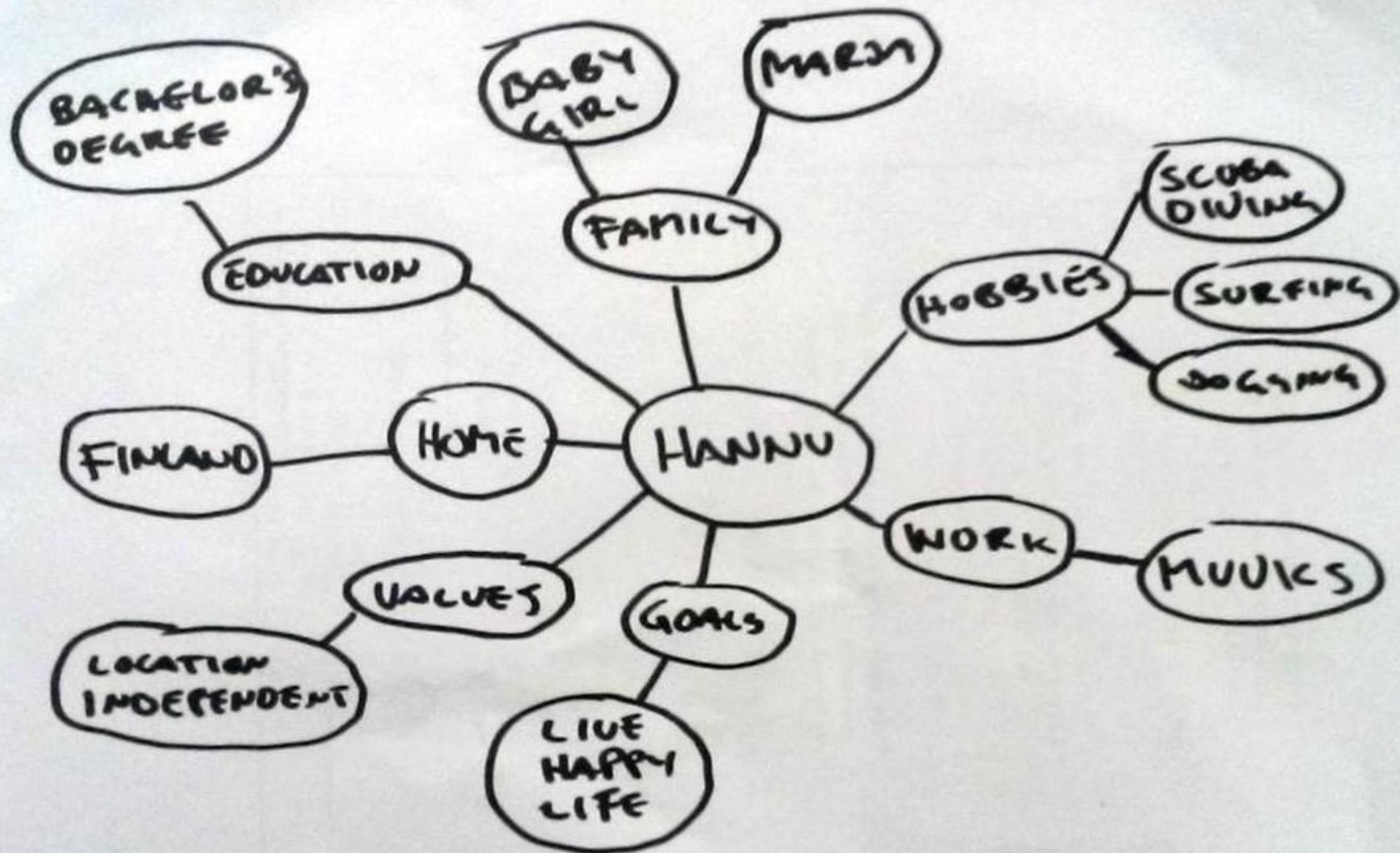
personal maps

Improve Communication and Understanding



reliability
competence
fairness
trustworthiness
initiative









FINISH THE BOAT

REDEFINE

GOALS

AUCKLAND MELBOURNE



AUCKLAND

MELBOURNE

MATHS
PSYCHOLOGY

COMPUTER SCIENCE

PROGRAMMING

EDUCATION



WORK



myOB

12

SELF-EMPLOYED

18

Terry

INTEGRITY
FAIRNESS
LEARNING

VALUES

IDEAS



family

HOBBIES

WOODWORK

BOAT

FURNITURE

CYCLING



SKETCHING



READING



FRIENDS

MARK
WAYNE
BRETT

MICHAEL
ANTHONY
ALEX

KIDS

WIFE

ROWAN
24

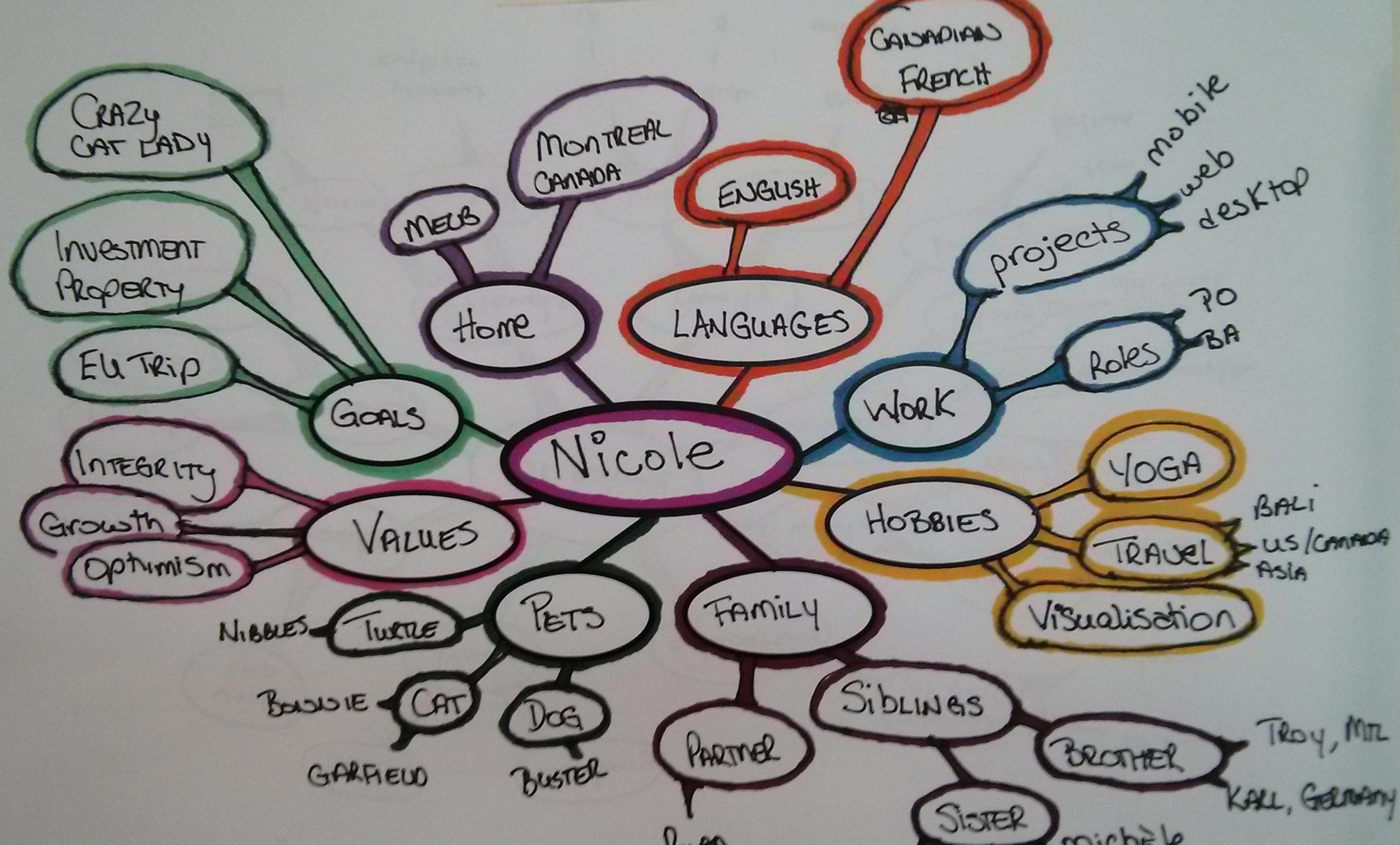
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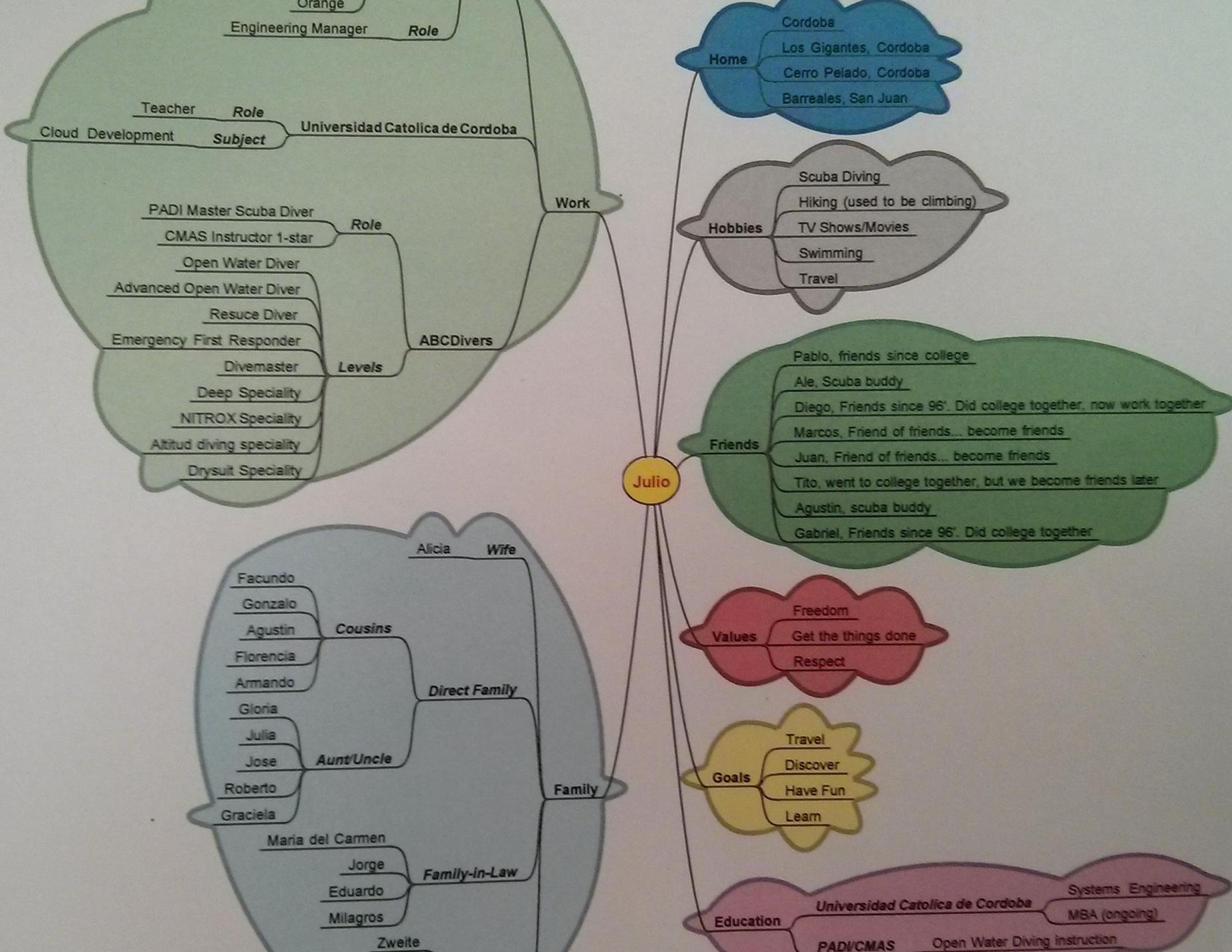
LARA
19

JANENE

EDUCATION
MONASH



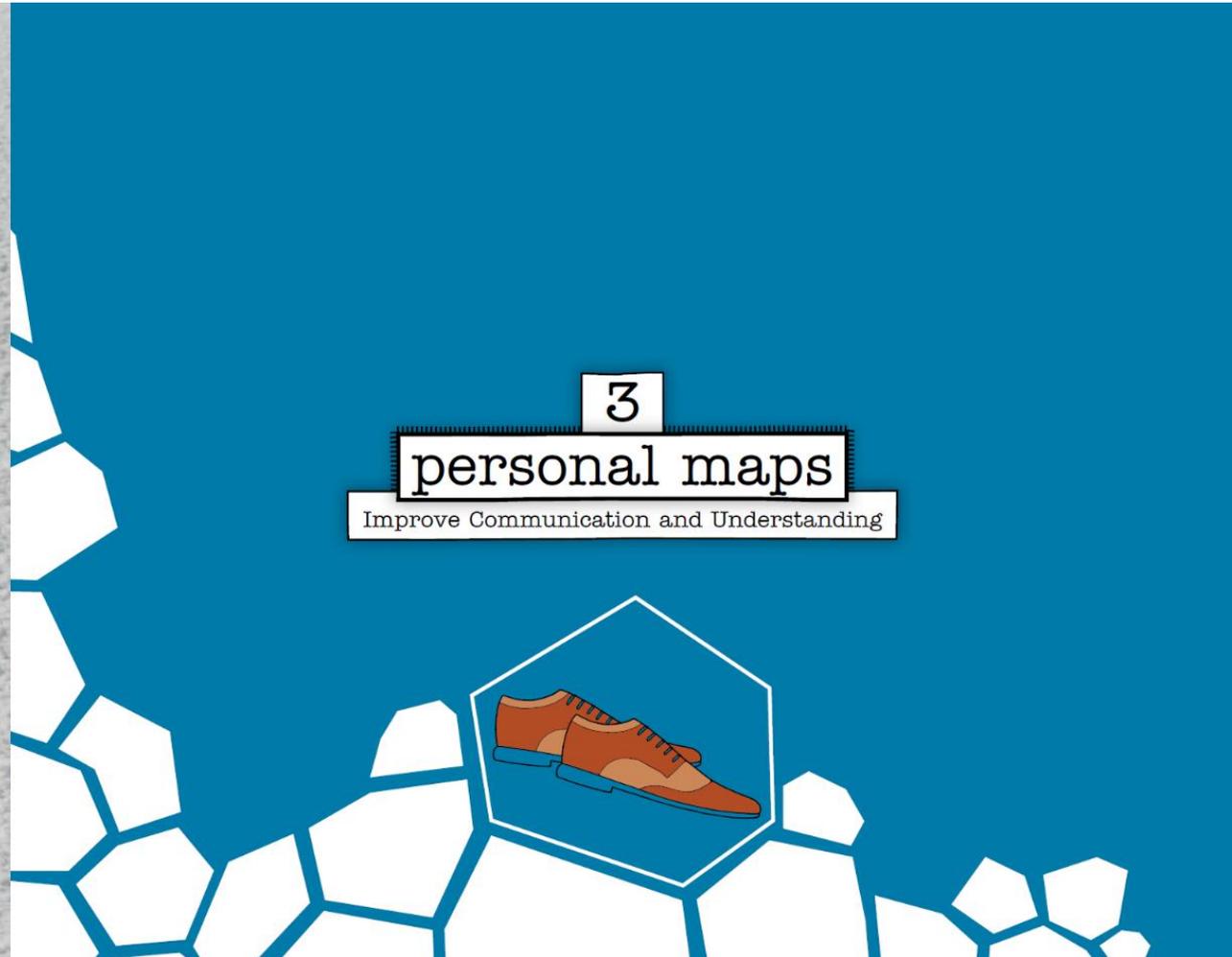




Run experiments,
not frameworks.

Manage the system,
not the people.

Focus on progress,
not on happiness





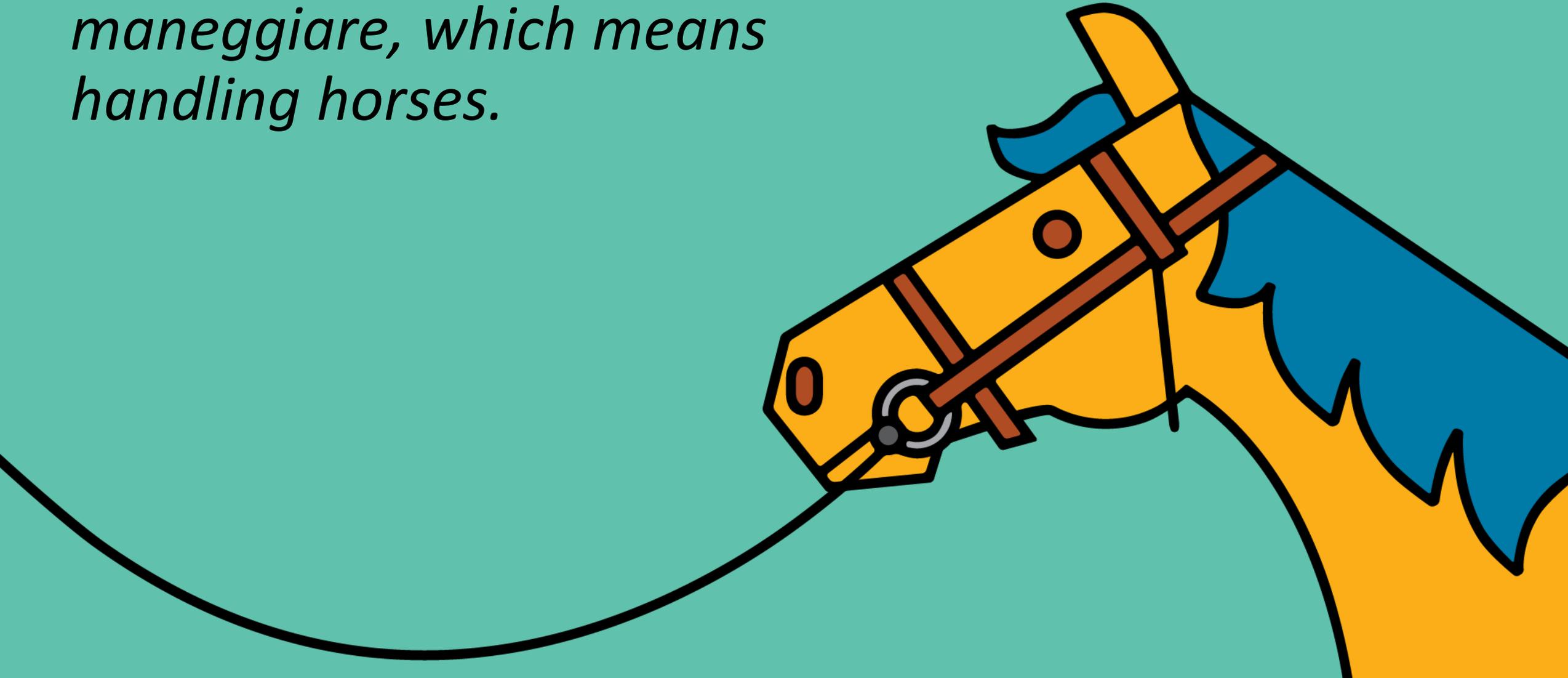
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delegation boards & delegation poker

Empower Workers with Clear Boundaries

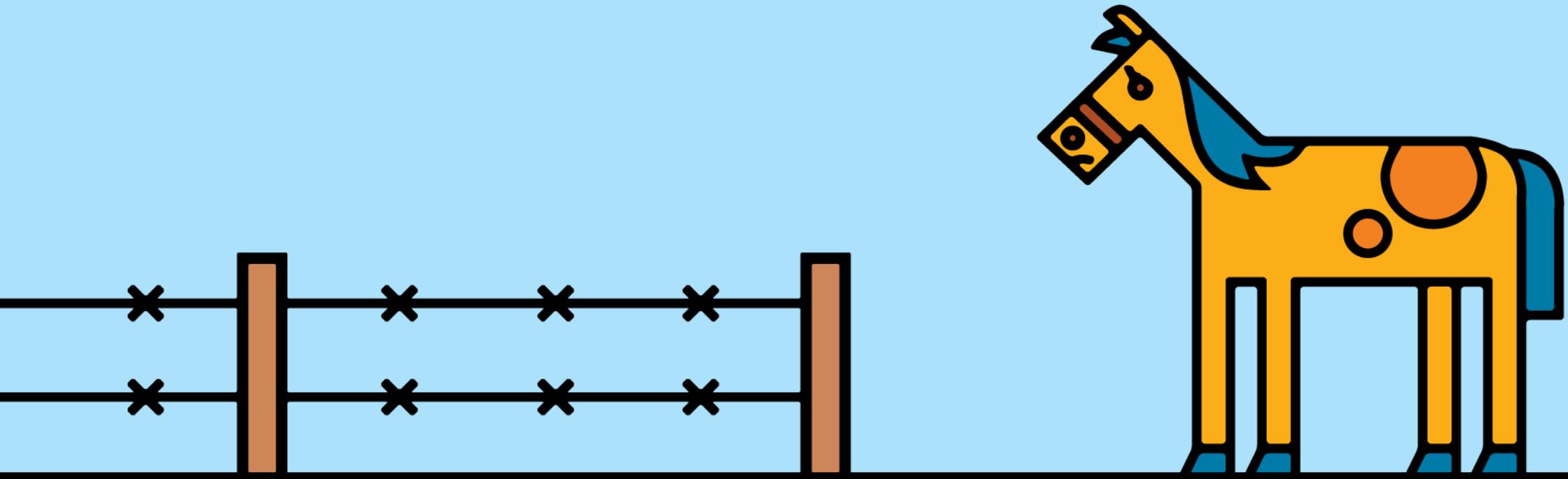


The word management is derived from the Italian word maneggiare, which means handling horses.

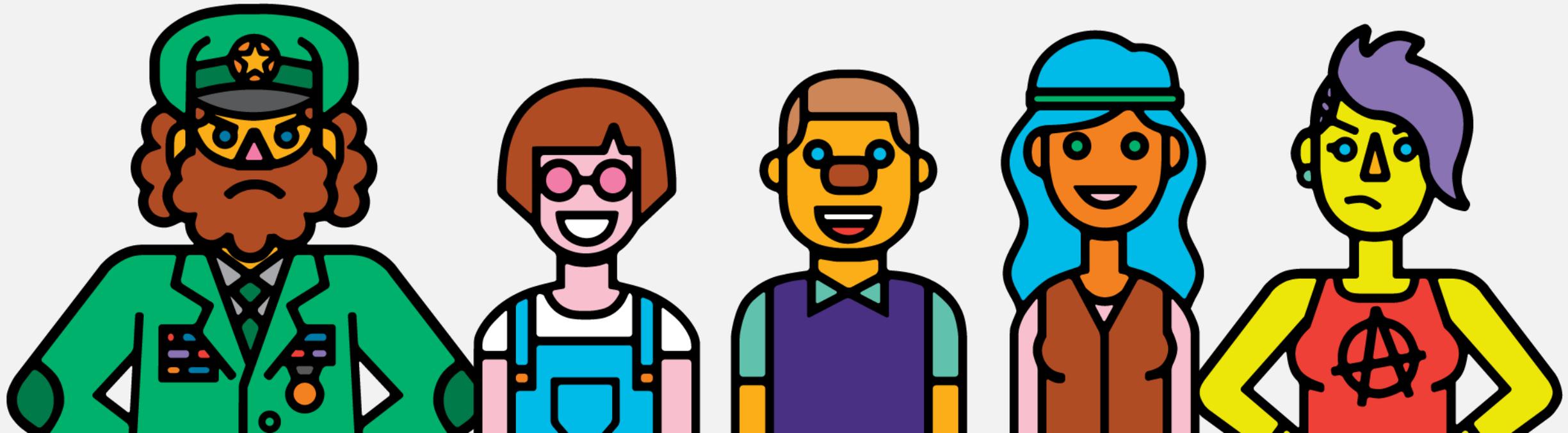


Giving and Taking Control

Quite often, when managers delegate work to people or teams, they don't give them clear boundaries of control.



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.



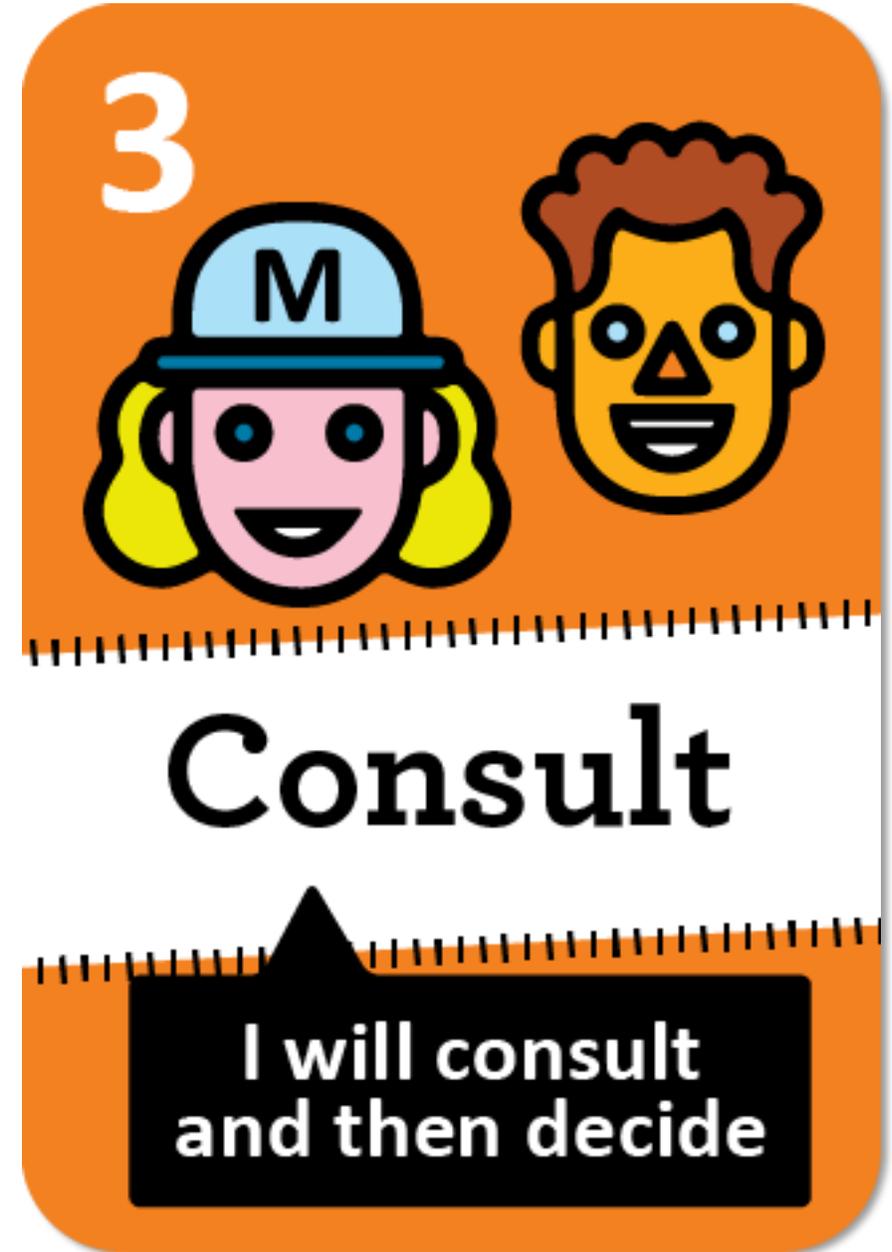
2. Sell

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.



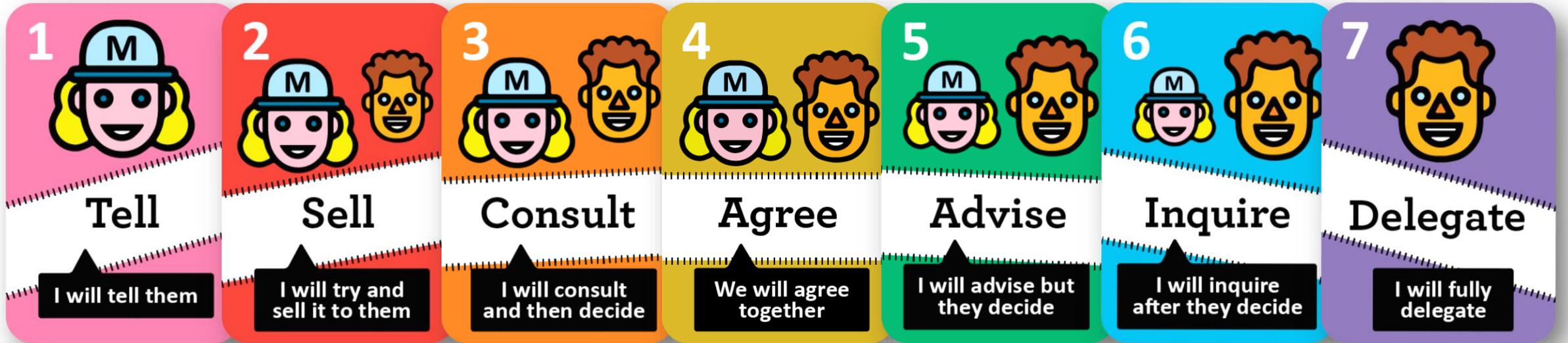
7. Delegate

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 PODWIEJ LIMITU

• AWANSE NA SEZ

• PODWYŻKI

• ZWOLNIENIA

• REKRUTACJA - DECYZJA

• REKRUTACJA - OFERTA

• URLOPY

• ZMIANA ROZU NA TC

P

1
TELL

2
SELL

3
CONSULT

4
AGREE

5
ADVISE

6
INQUIRE

7
DELEGATE

●

●

●

●

●

●

●

●

- 1 Firing
- 2 Hiring (choices)
- 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

A grid of sticky notes on a whiteboard, organized by the two lists on the left. The grid consists of 7 rows and 16 columns. The columns correspond to the items in the top list, and the rows correspond to the items in the left list. The sticky notes are color-coded: yellow, pink, blue, and light green. Many cells contain multiple overlapping sticky notes, indicating a high density of information or tasks for certain categories. The bottom row (7 Delegate) has the most sticky notes, with many yellow ones. The top row (1 Tell) has very few sticky notes. The middle rows (3 Consult, 4 Agree, 5 Advise, 6 Inquire) have a mix of colors and multiple notes per cell.

	1	2	3	4	5	6	7
							
Company Ownership	X						
Company Purpose		X					
Company Principles		X					
Team Member Definition		X					
Values & Culture				X			
Hiring People				X			
Firing People				X			
Forming Team					X		
Breaking up Team						X	
Salary Formula			X				
Commitment Level > 3				X			
Commitment Level <= 3						X	
Changing Commitment Level						X	
Merit Money Budget		X					
Merit Money Credits							X
Spending Money > EUR 500/month				X			
Spending Money <= EUR 500/month						X	



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

Run experiments,
not frameworks.

Manage the system,
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Focus on progress,
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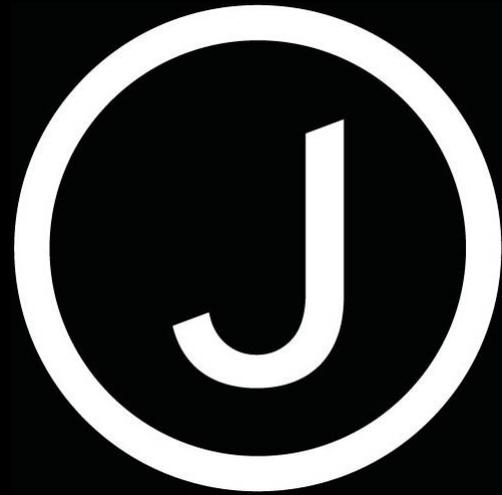


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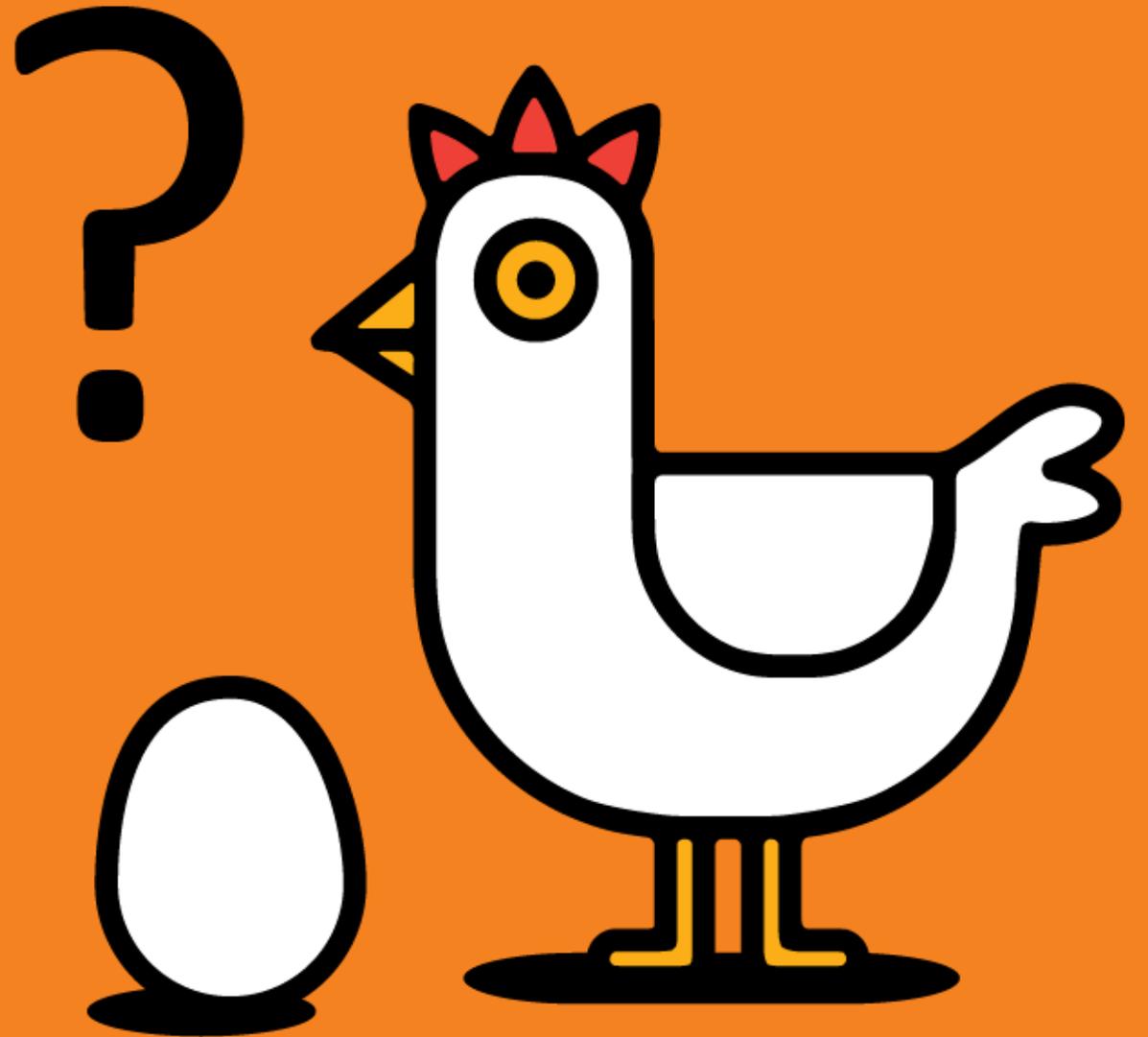
delegation boards & delegation poker

Empower Workers with Clear Boundaries





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



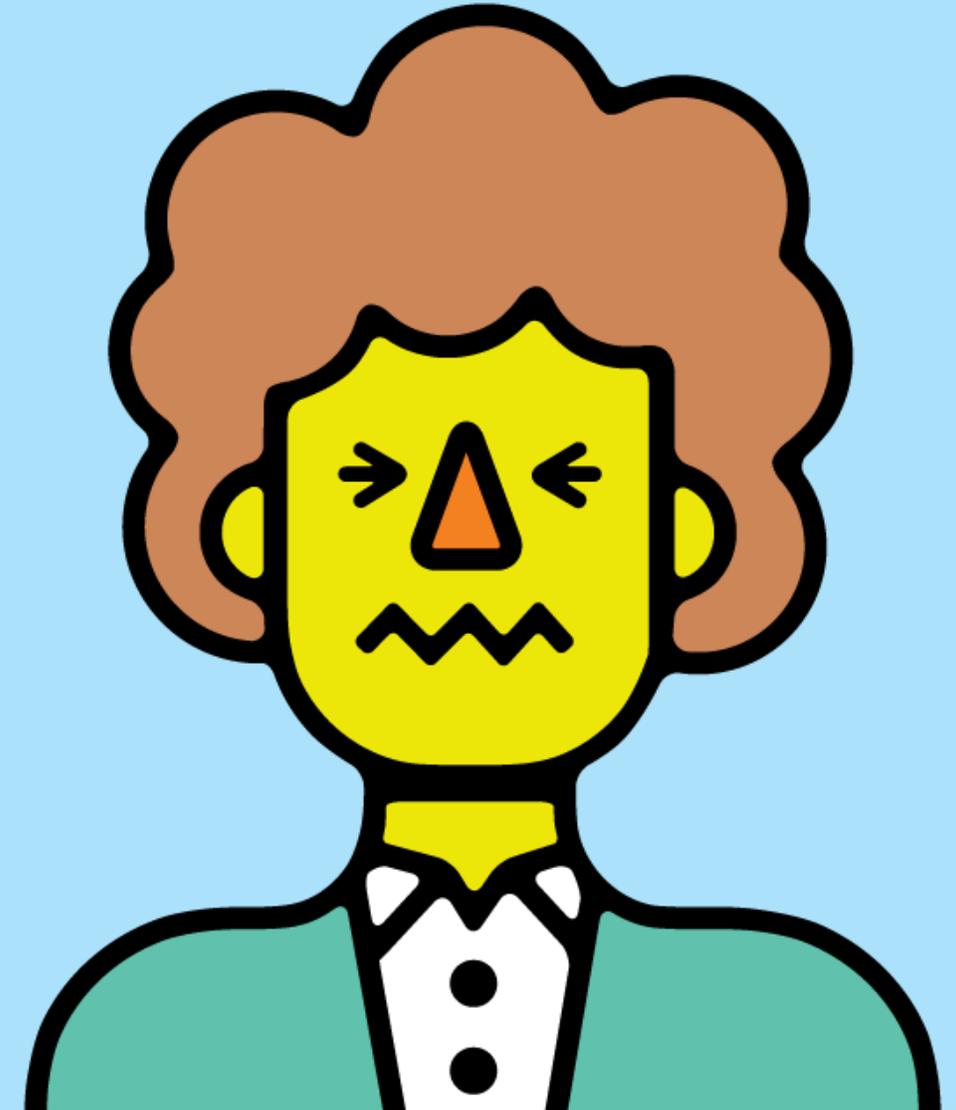
Argh, it's difficult!

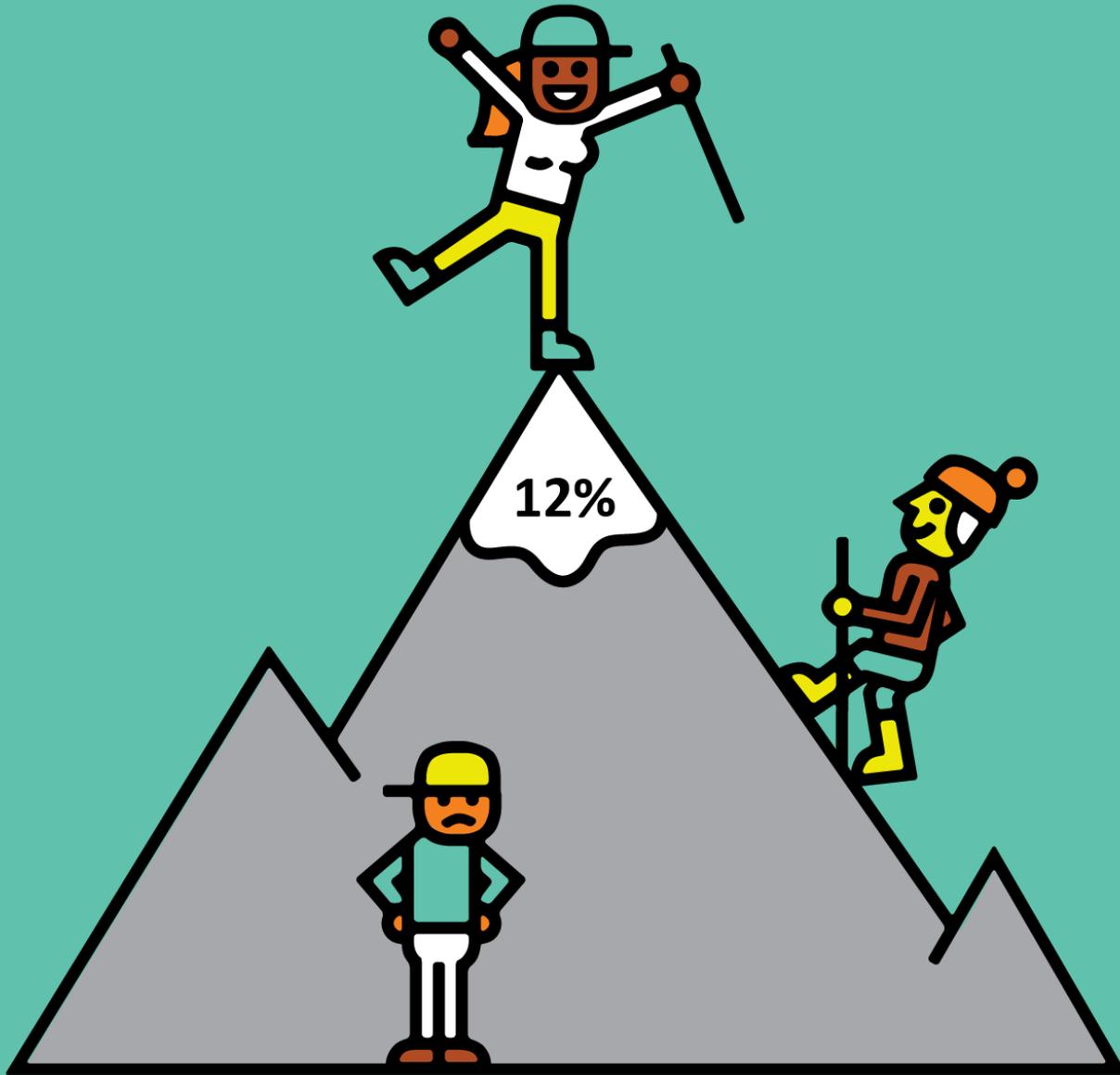
We now know that happiness is the precursor to success, not merely the result.

- 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



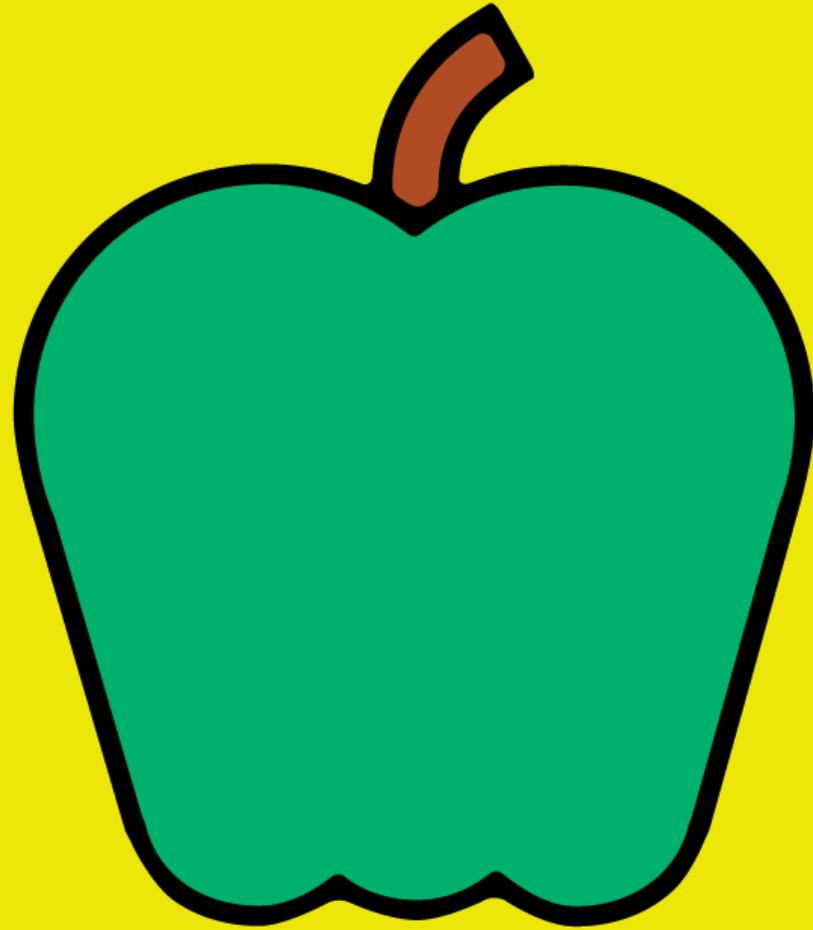
Give something to
another person or make
it possible for others to
offer gifts



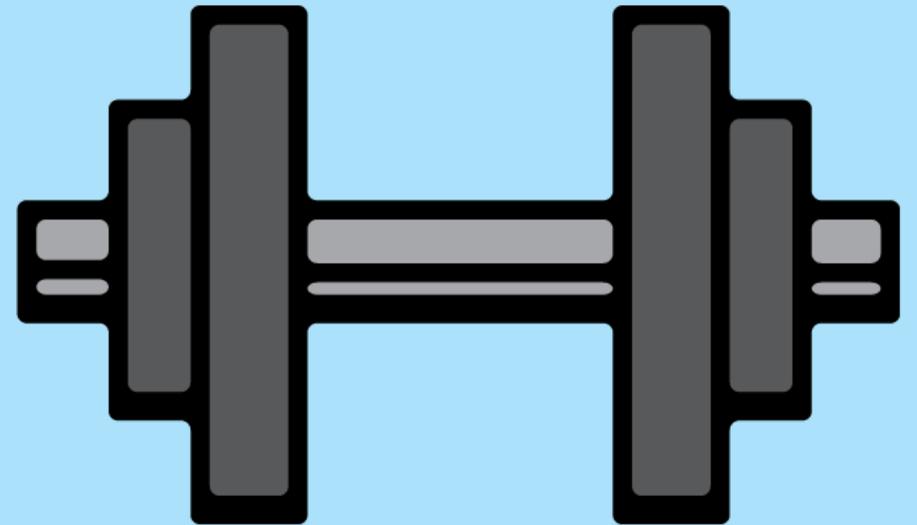


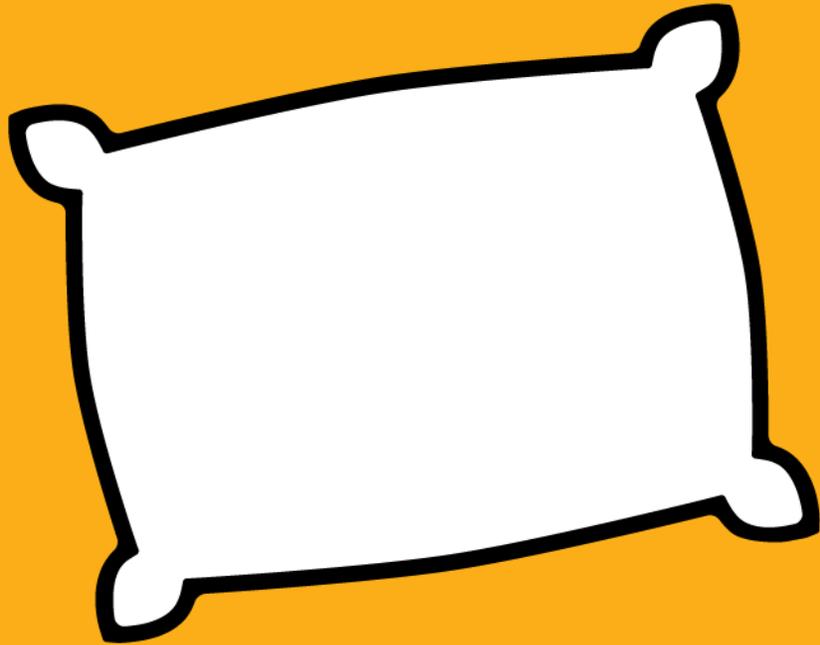
Help someone who is in need of assistance, or enable colleagues to help each other

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

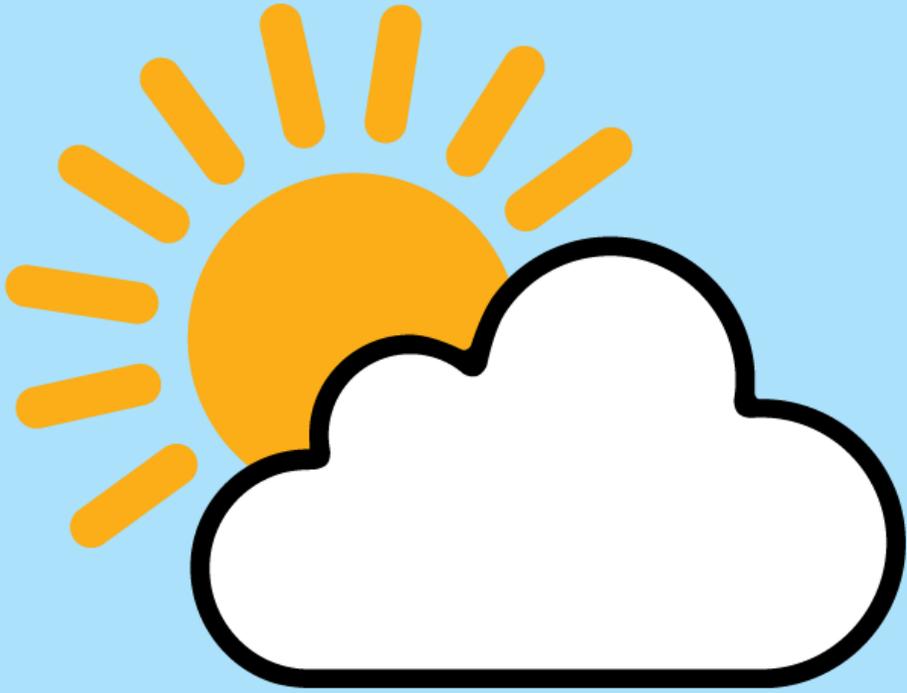


Exercise and work out regularly and make it easy for people to take care of their bodies



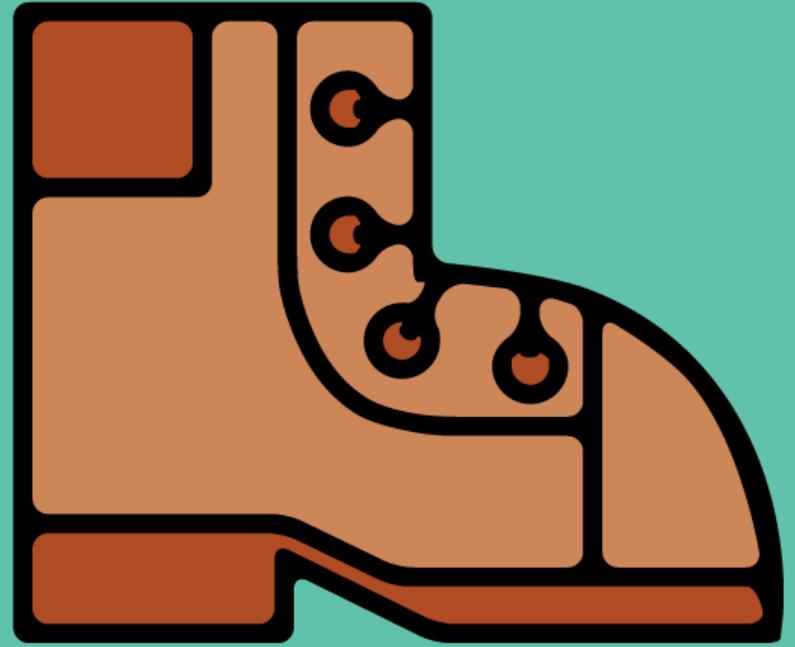


Rest well, sleep sufficiently, and enable colleagues to refresh their minds



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

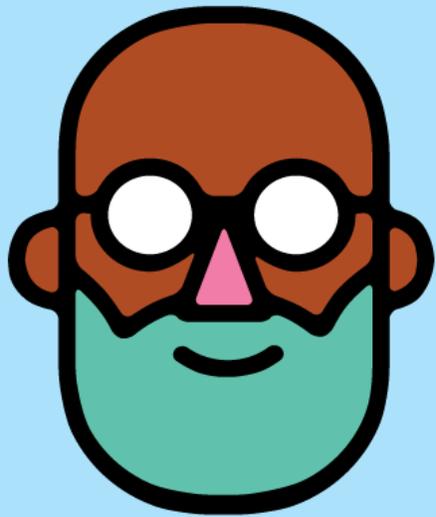
Socialize, relate to other people, and make it easy for colleagues to develop connections





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

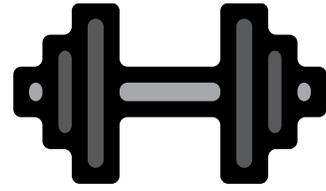
Smile whenever you can, appreciate humor,
and get colleagues to engage in fun activities



12 Steps to Happiness (all backed by science)



Thank



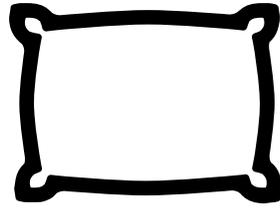
Exercise



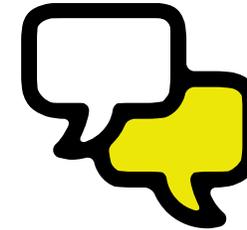
Meditate



Give



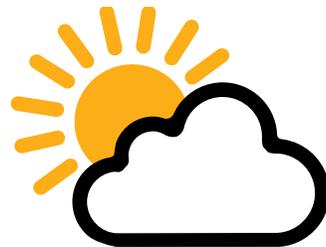
Rest



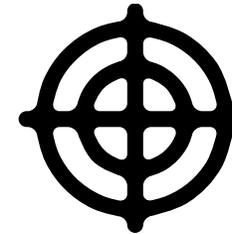
Socialize



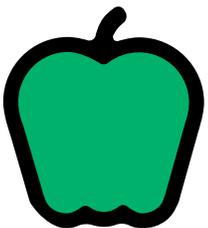
Help



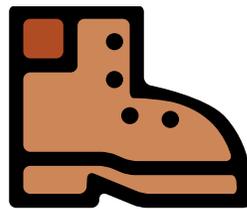
Experience



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.



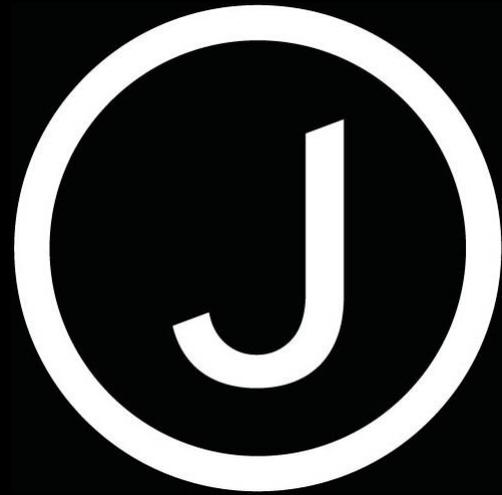
Rest

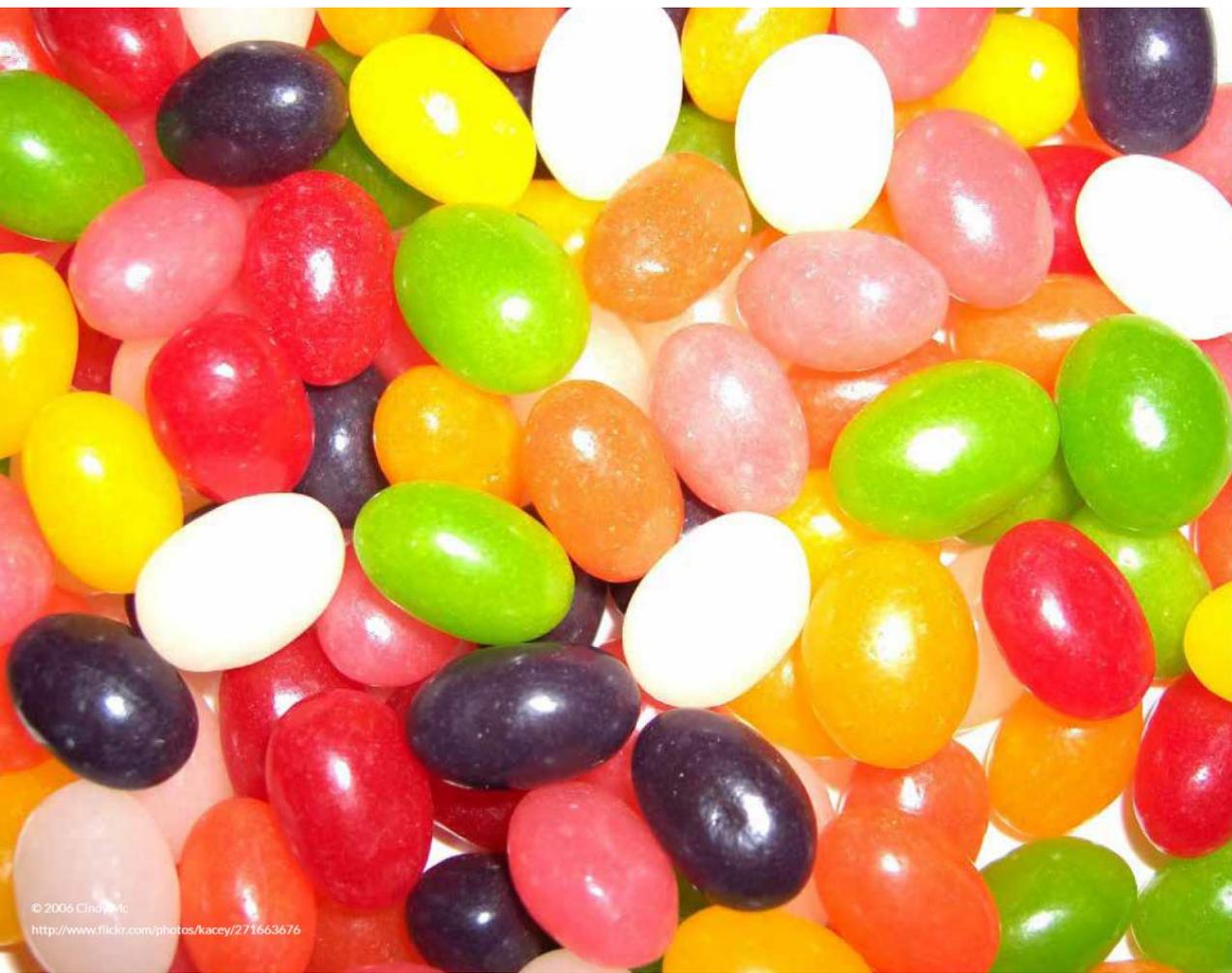
Rest well, sleep sufficiently, and enable colleagues to refresh their minds.



Smile

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



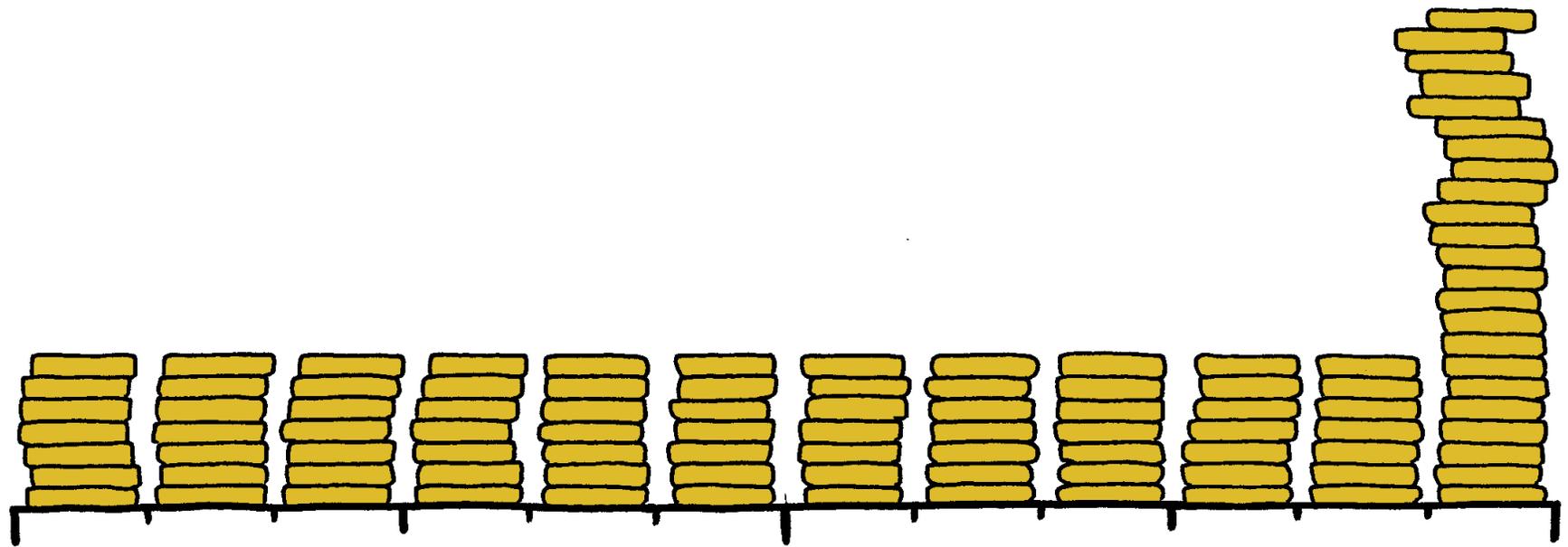


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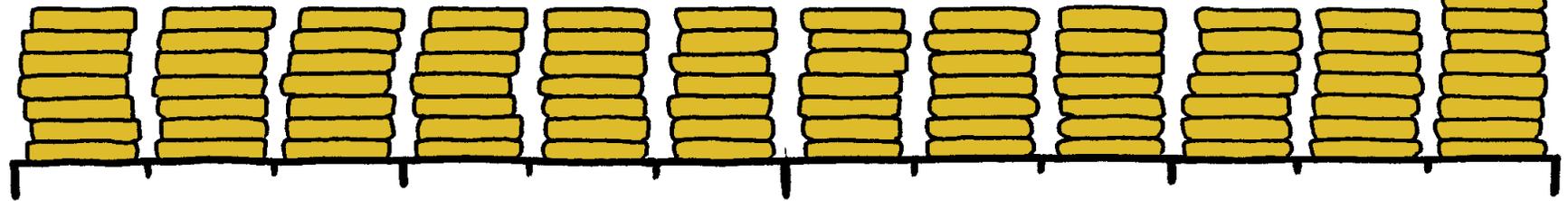
merit money

Pay People According to Their Merits

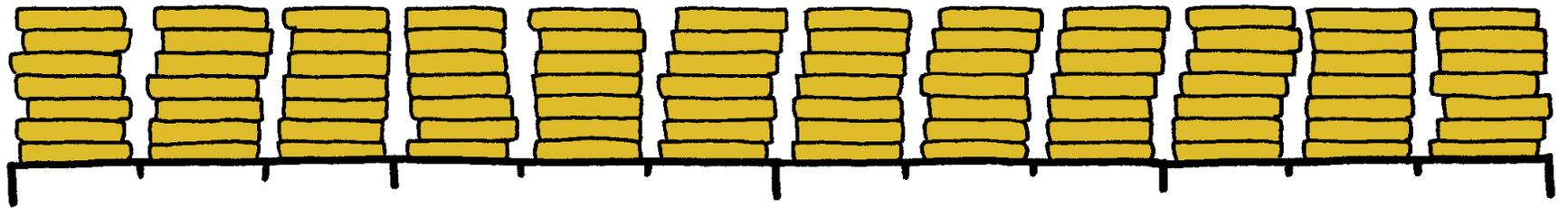
A



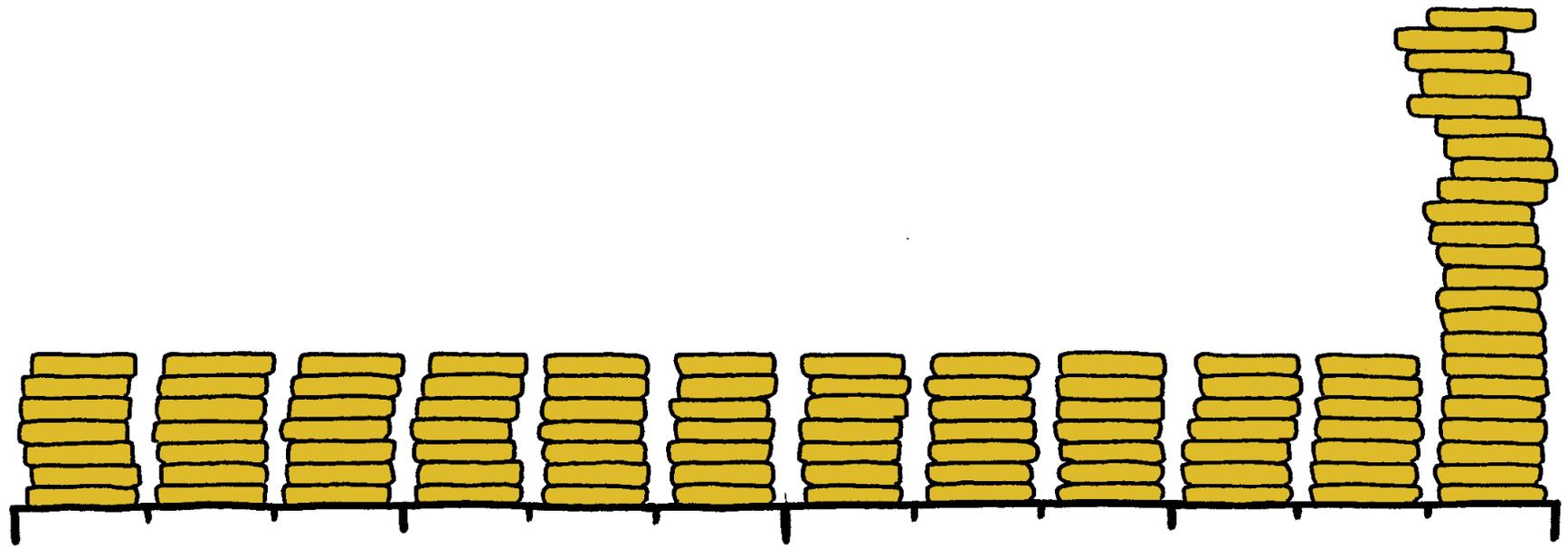
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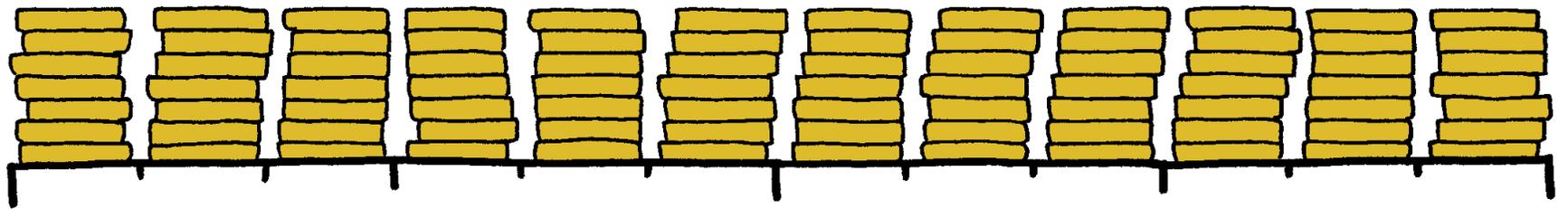
B



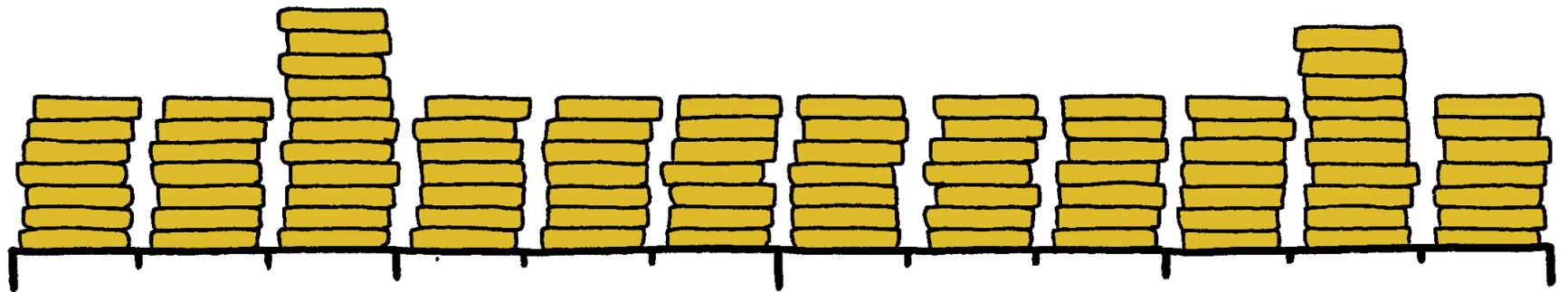
A



B



C





Jenniferkriggins received a ♥5 bonus from Sergey 8h
For keeping in mind what was our initial intention when ideas are flying around
#thoroughness

comment



Voranc received a ♥10 bonus from Andy 1d
For reminding us to embrace the mess #creativity #flexibility

comment



Patrick received a ♥15 bonus from Andy 1d
For being such a great #hm-coffee barista! #thoroughness #learning #enthusiasm

comment



Sergey received a ♥10 bonus from Patrick 1d
For having your own ideas and challenging mine :-) #creativity

comment



Louise received a ♥5 bonus from Patrick 1d
Welcome back! #flexibility

comment ★



Andy received a ♥10 bonus from Patrick 1d
For assisting me to have a correct 'first-time-ever-to-anyone' invoice sent to HMO
#kindness

comment



Andy received a ♥10 bonus from Patrick 1d
For automating the on-boarding workflow, creating time for 'the human touch'
#thoroughness

comment



Jenniferkriggins received a ♥10 bonus from Patrick 1d
For being patient with my learning process via micro learnings... #patience

comment



You received a ♥10 bonus from Patrick 1d
For trusting the team to learn by taking on responsibilities (for HM Coffee, and
future directions of HMO) #learning

comment



Andy received a ♥5 bonus from Patrick 1d
For helping me through to get the HM Coffee set-up and video published #patience

comment



Patrick received a ♥10 bonus from Yoris 2d
for bring a good discussion about structure and other things #commitment

comment



Pilar received a ♥10 bonus from Andy 2d
For being clear: "I don't really enjoy strategic discussions with large groups of
people, so I'm going to pull out of this Moving Forwards one." #commitment

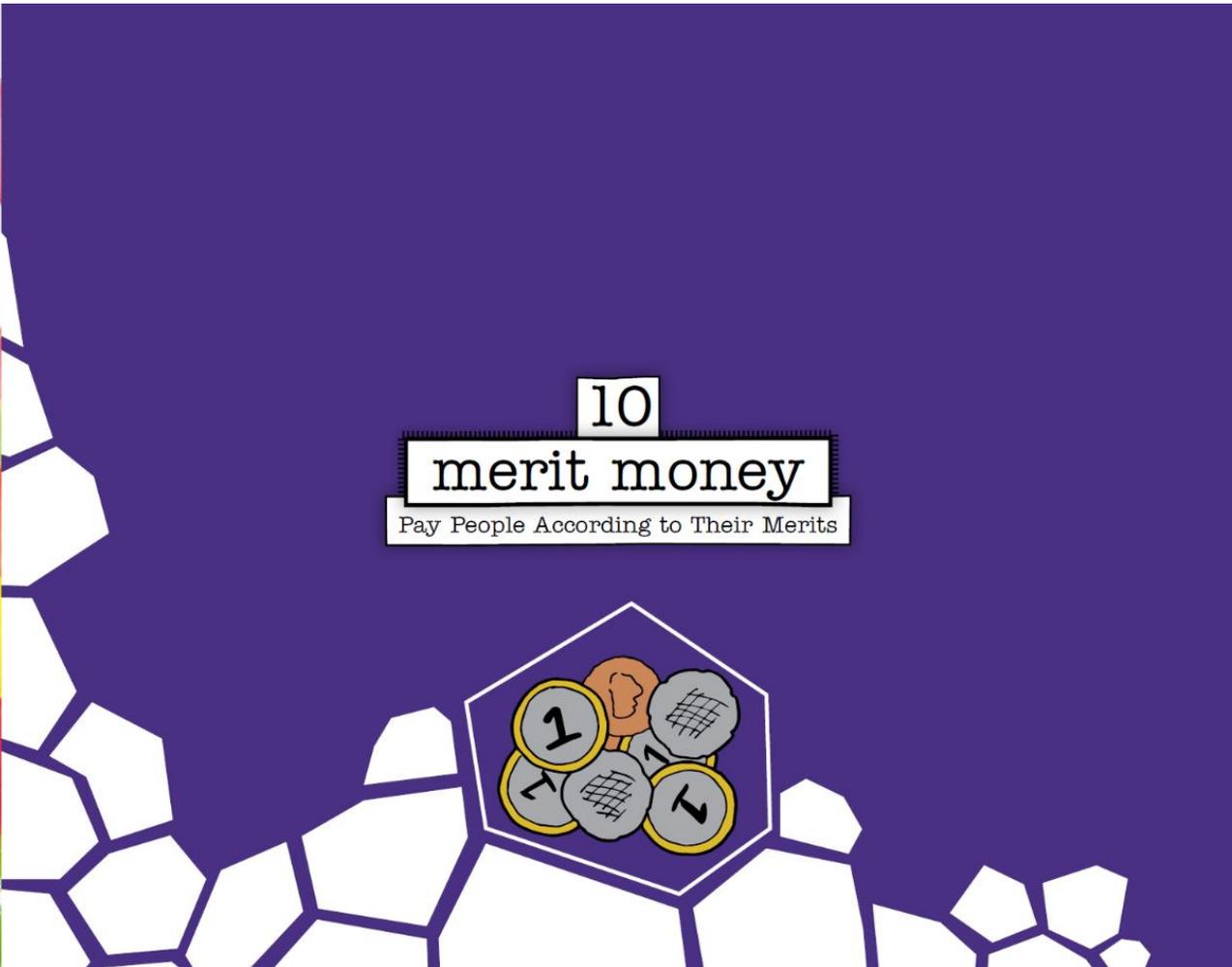
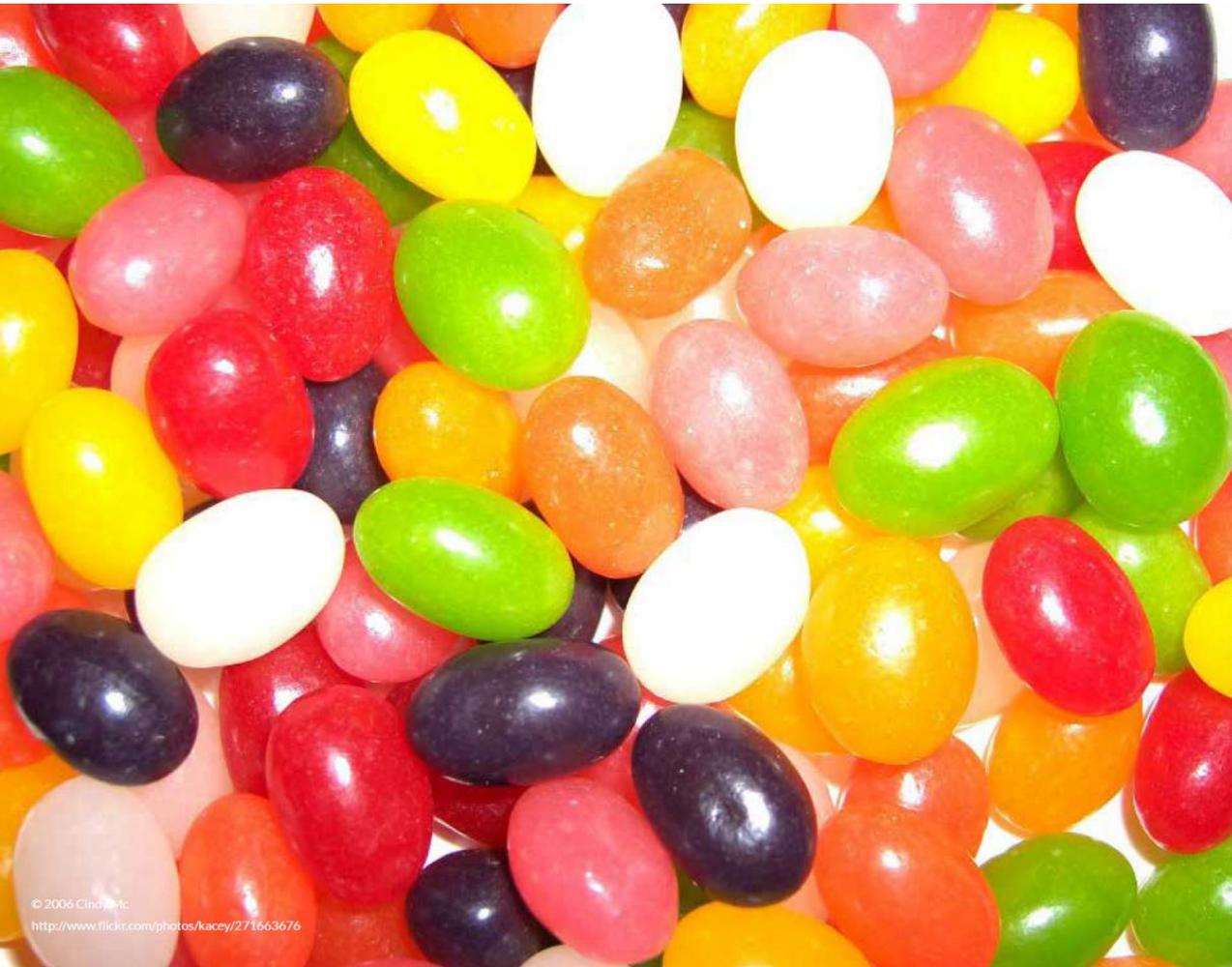
comment ★



Run experiments,
not frameworks.

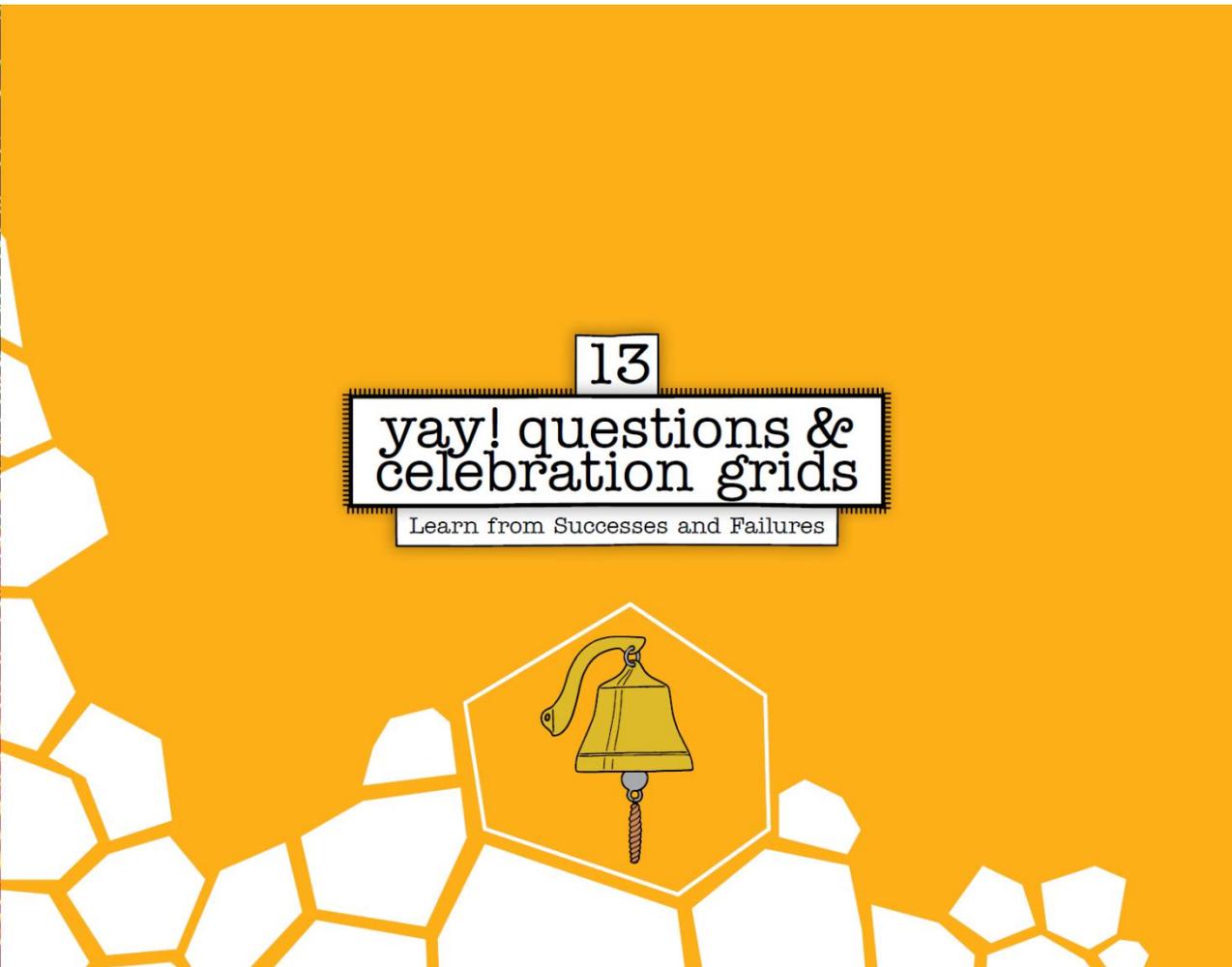
Manage the system,
not the people.

Focus on progress,
not on happiness





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13

yay! questions & celebration grids

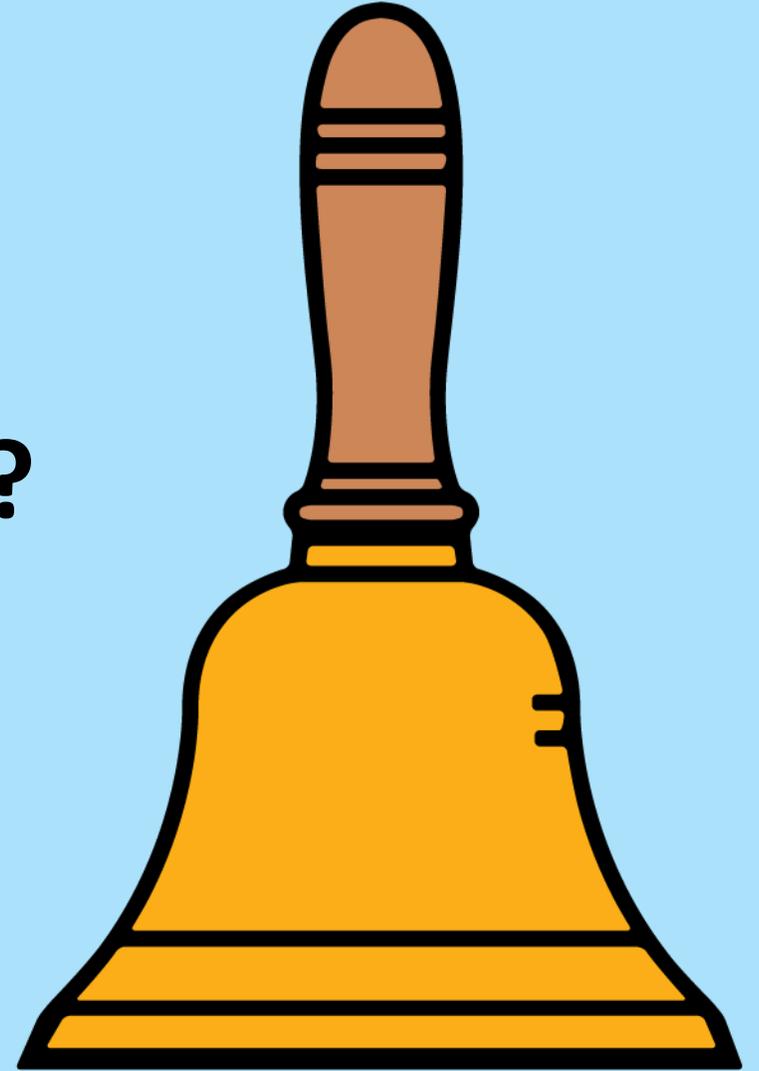
Learn from Successes and Failures

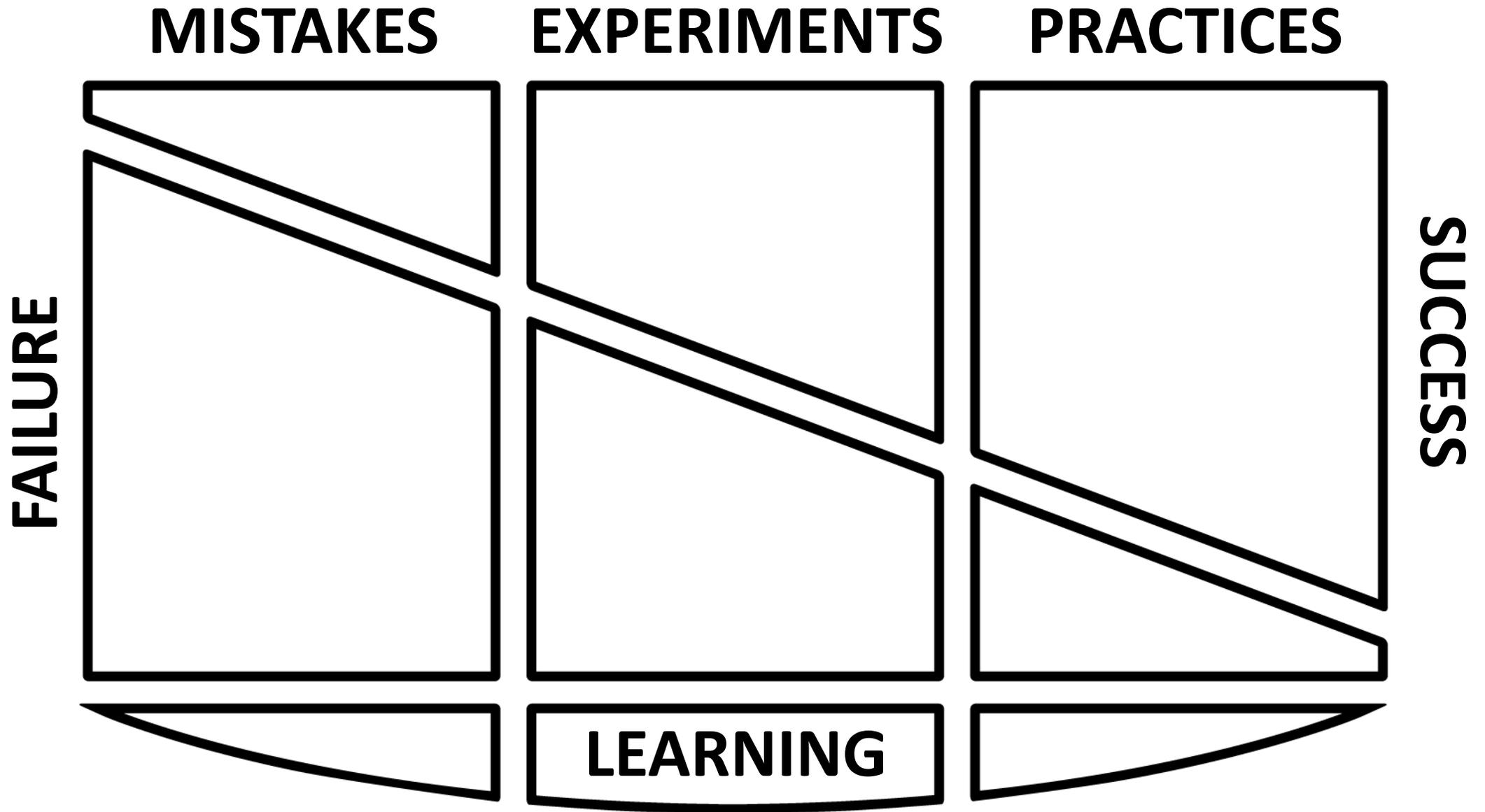


CLARIDGE
1949

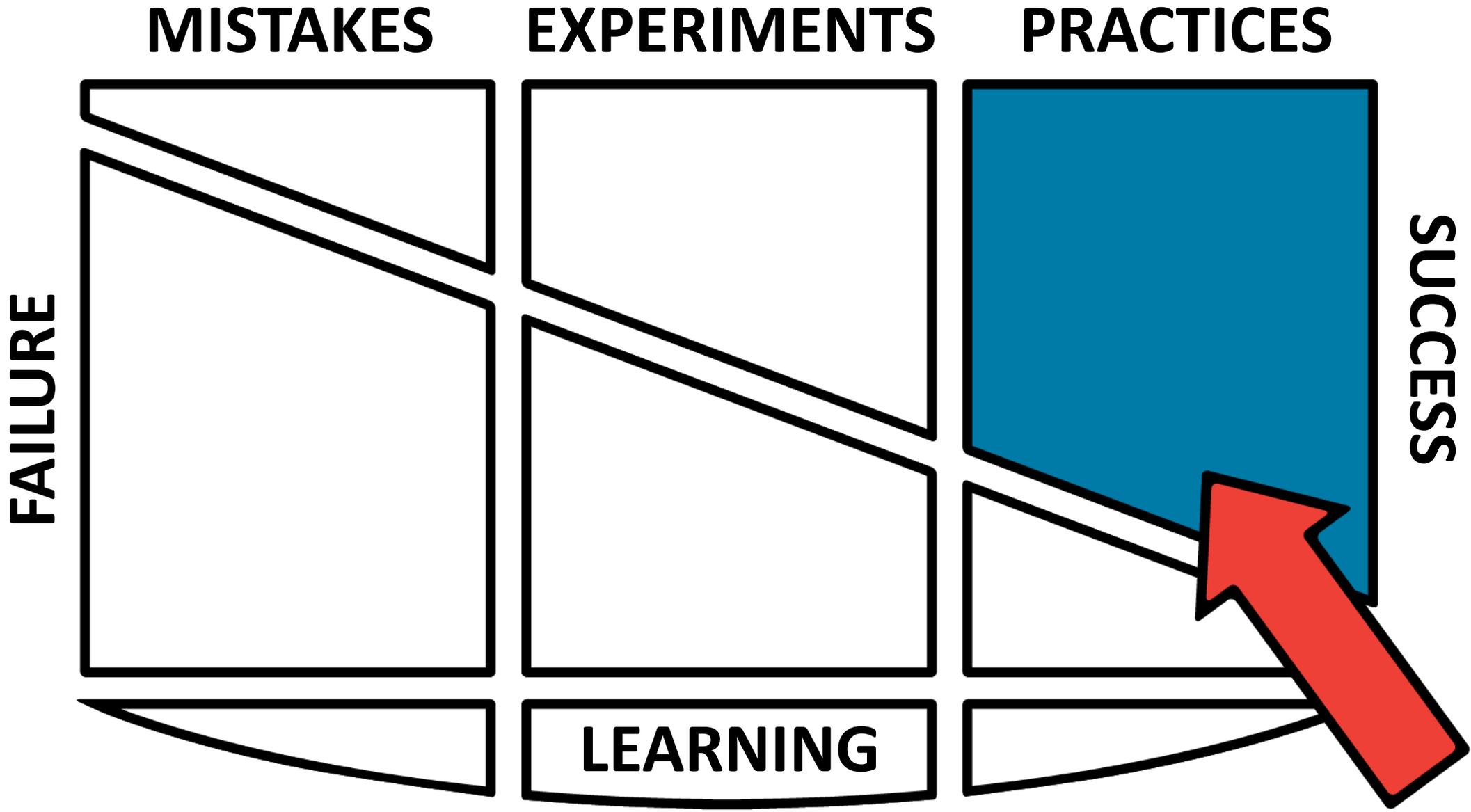
Should we celebrate failure?

Or should we celebrate success?

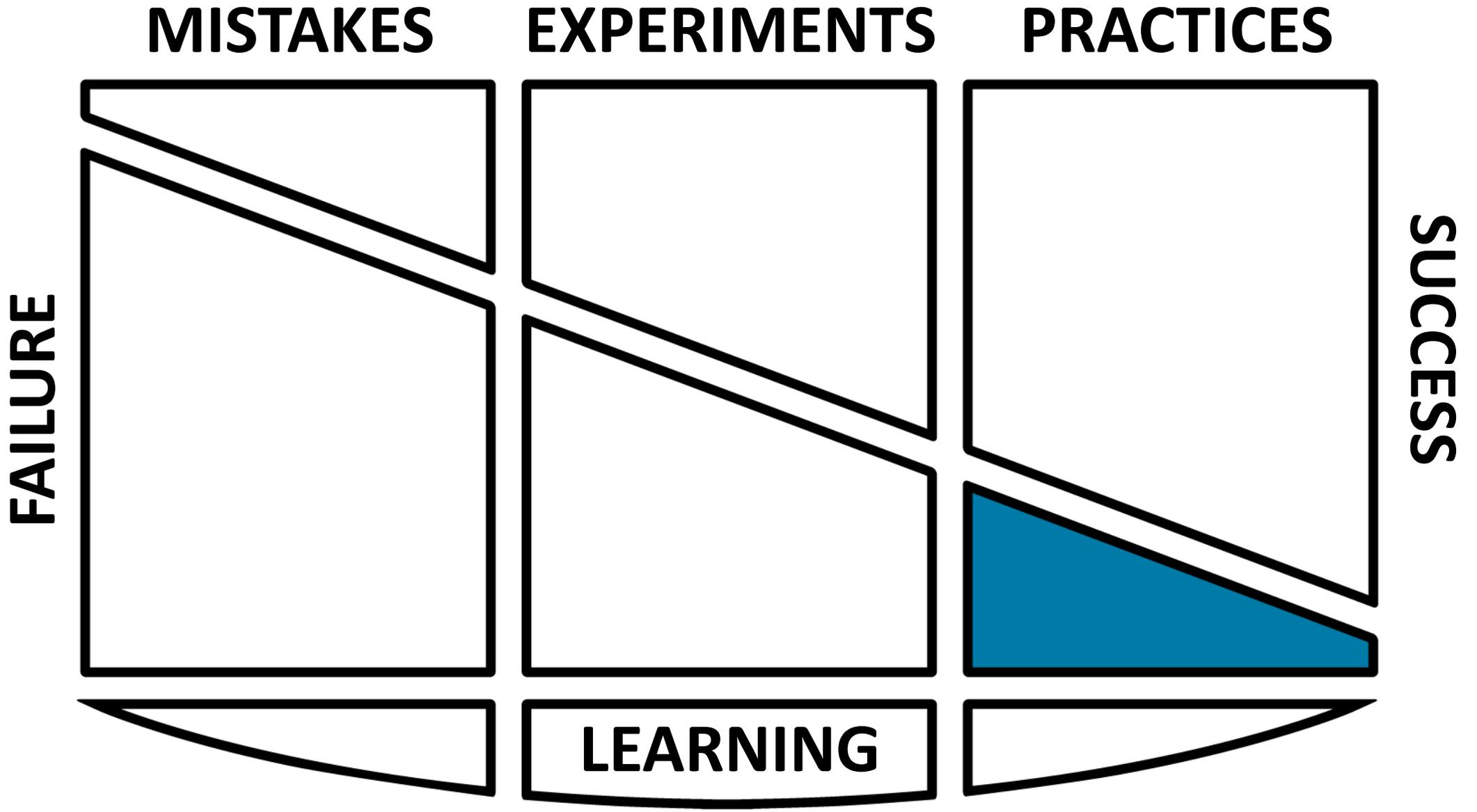




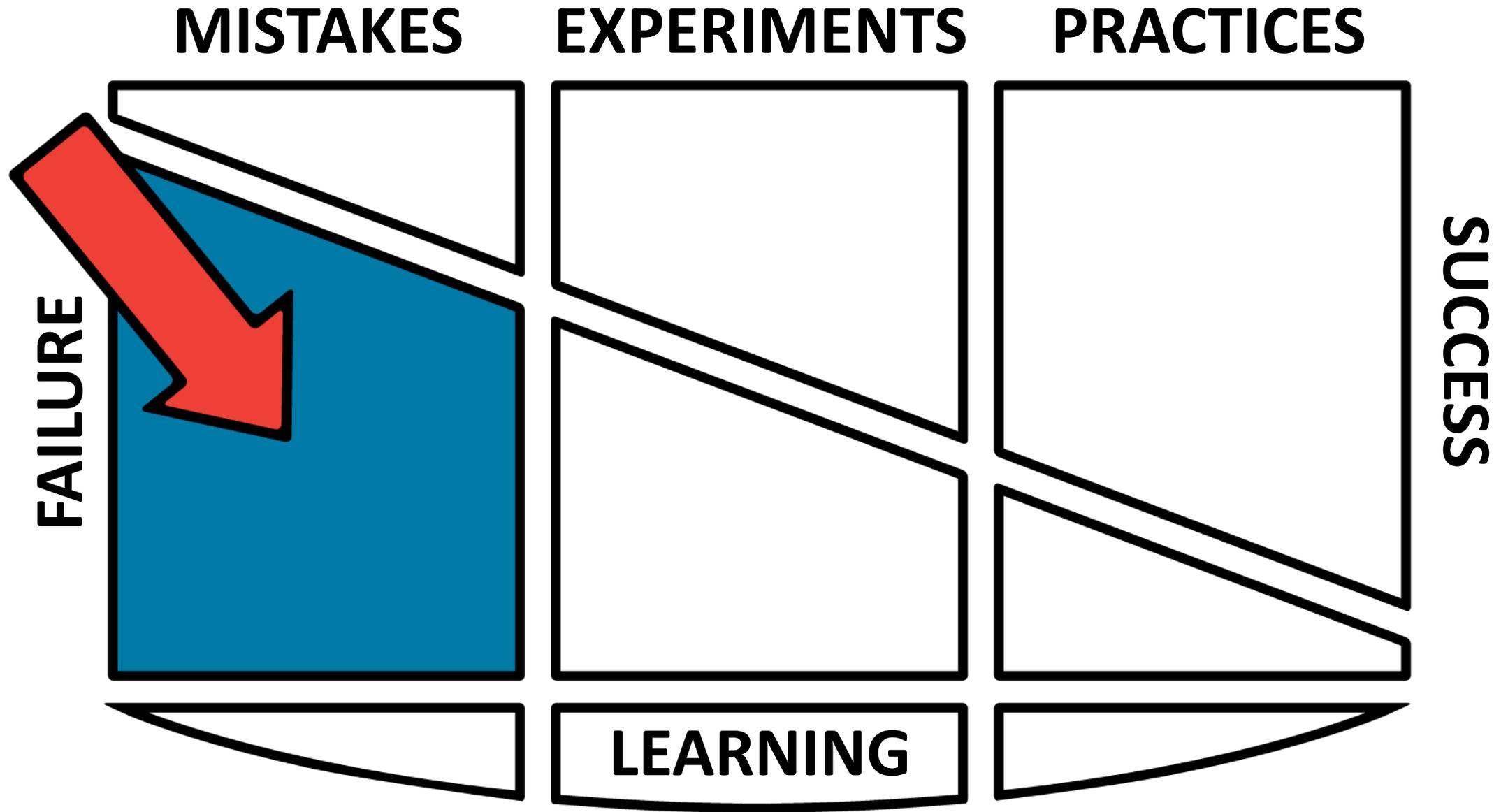
The Celebration Grid compares *behaviors* with *outcomes*.



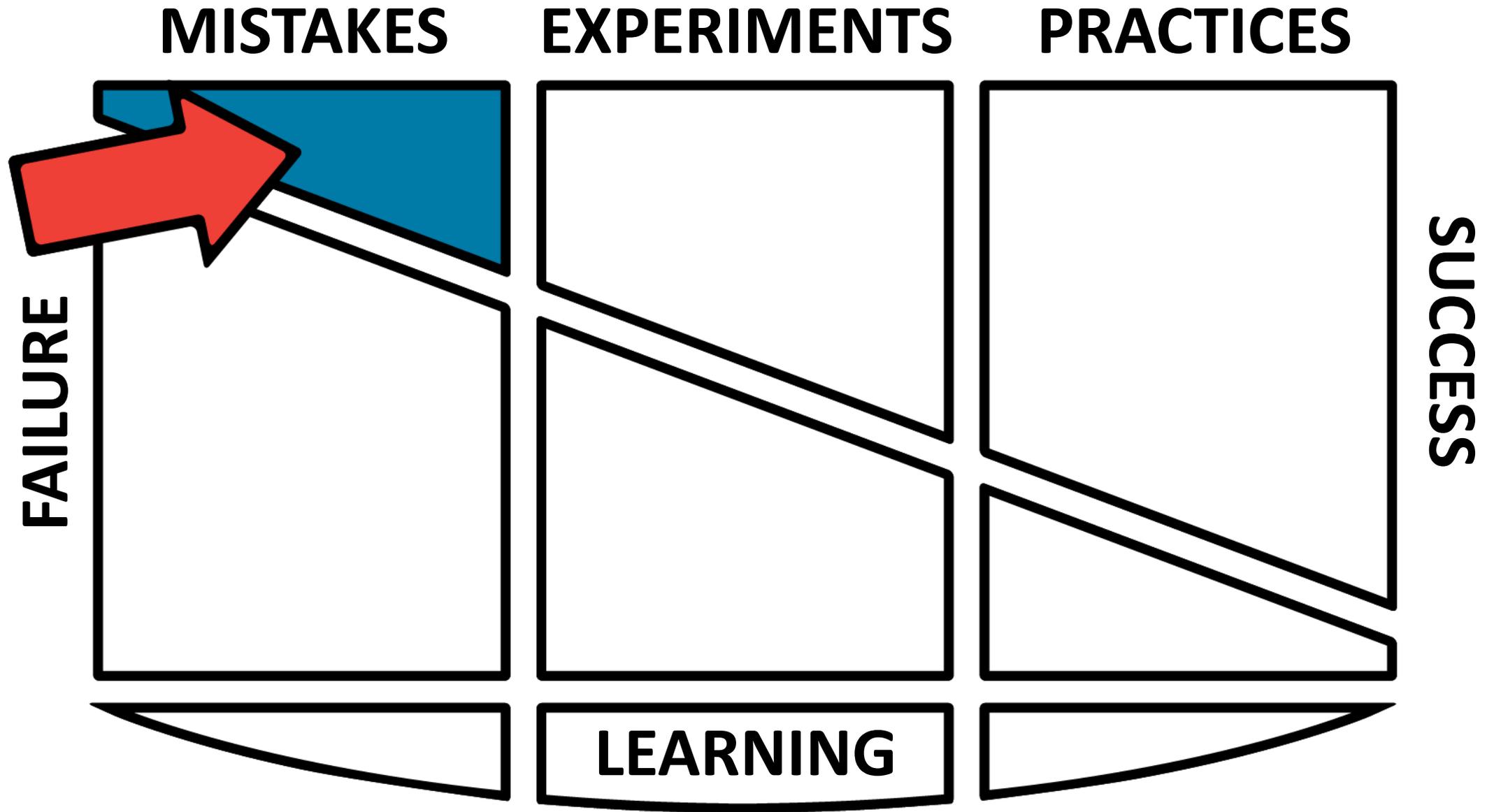
Good practices *usually* lead to success. That's why we have them.



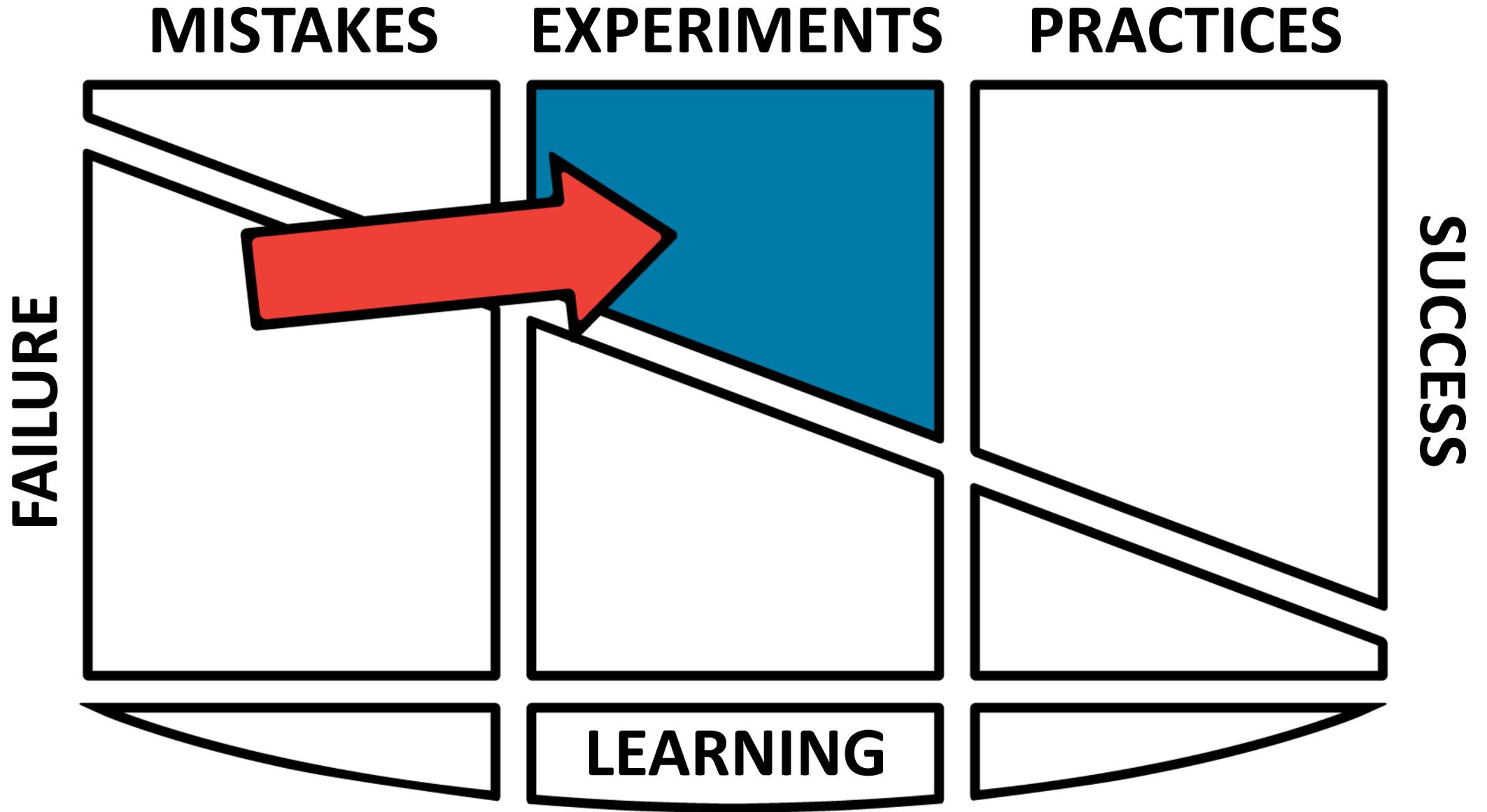
Though sometimes, good practices can fail.



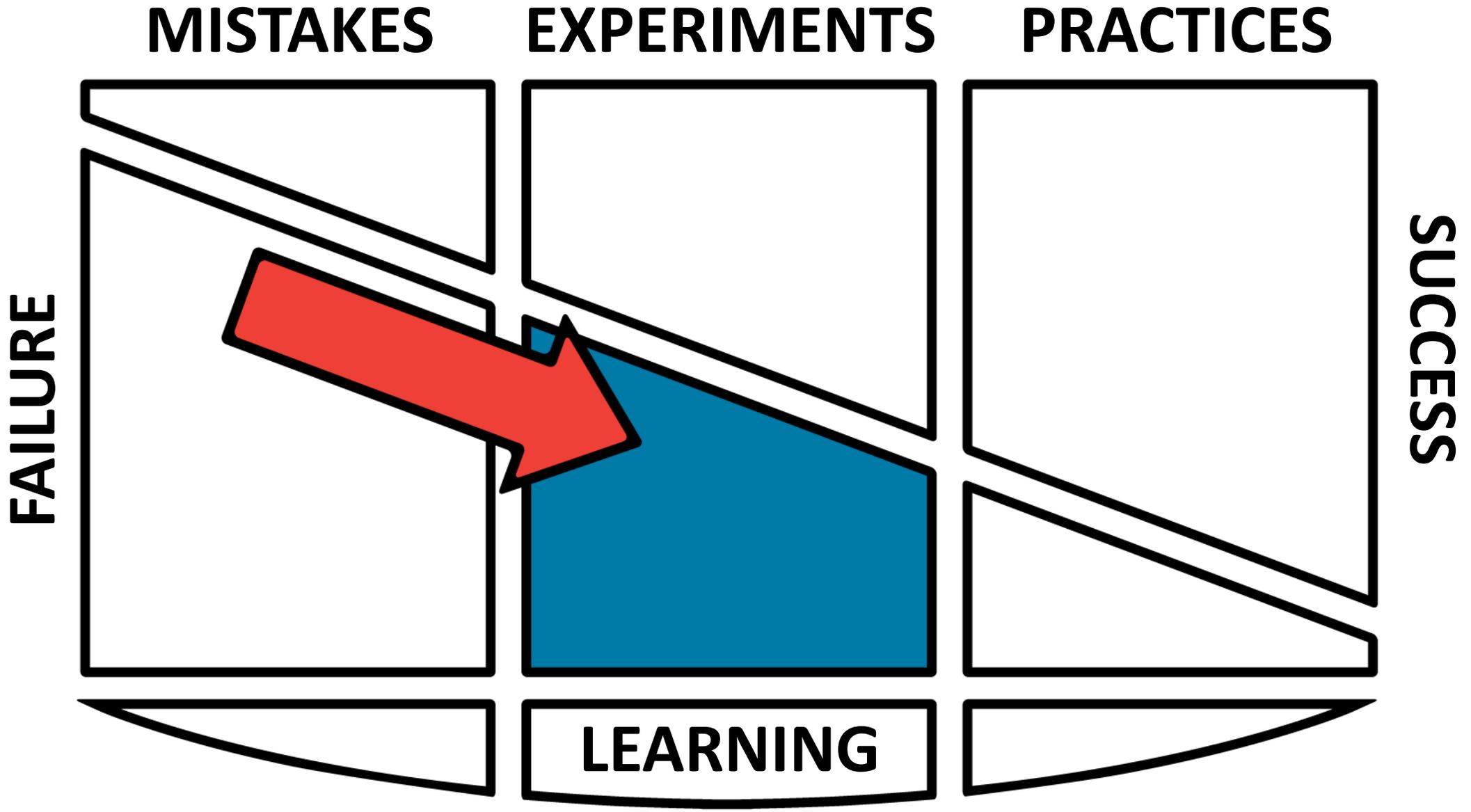
We avoid mistakes (bad practices) because they often lead to failure.



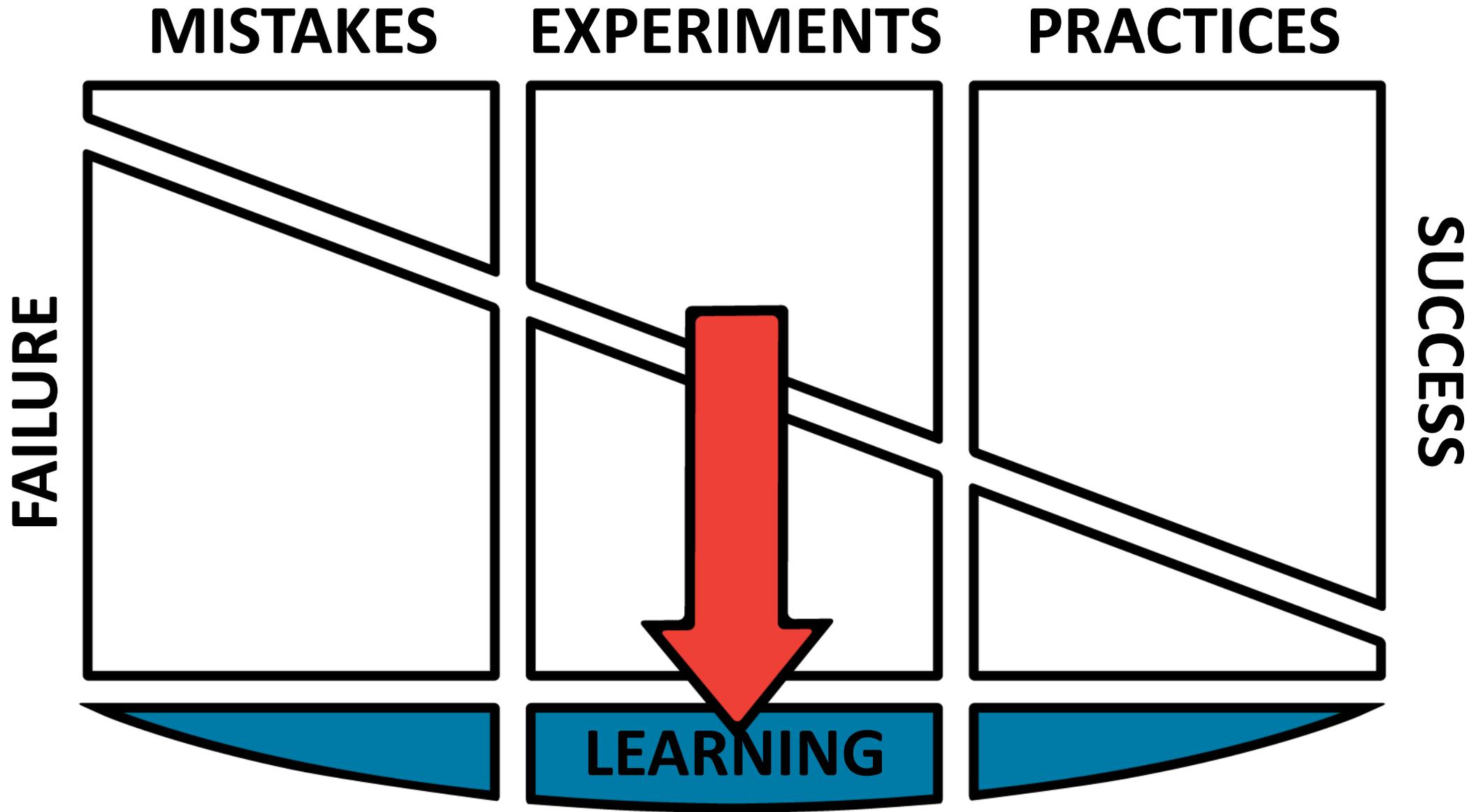
Though sometimes, mistakes surprise us with unexpected success.



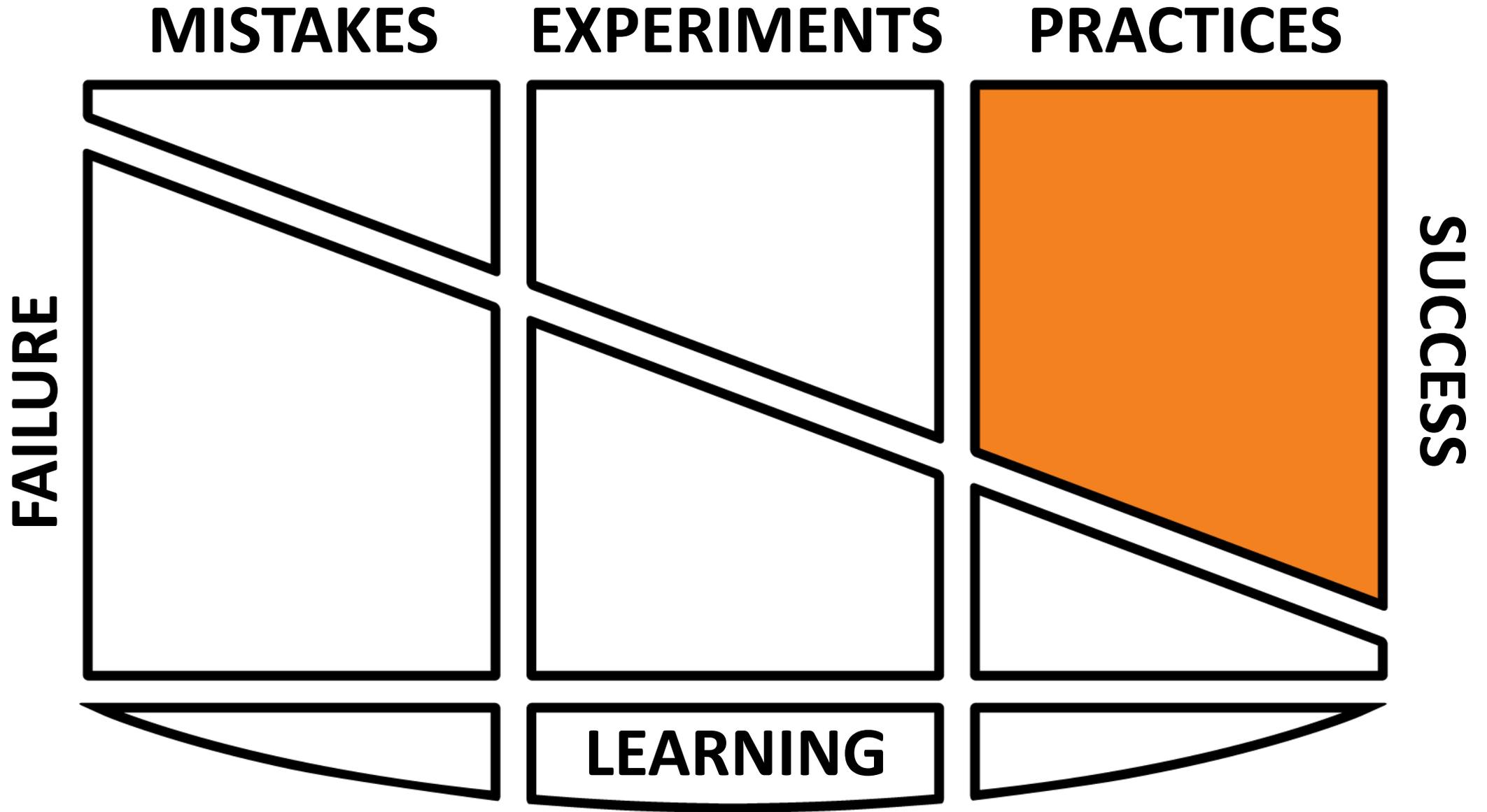
We run experiments when we don't know if we will succeed.



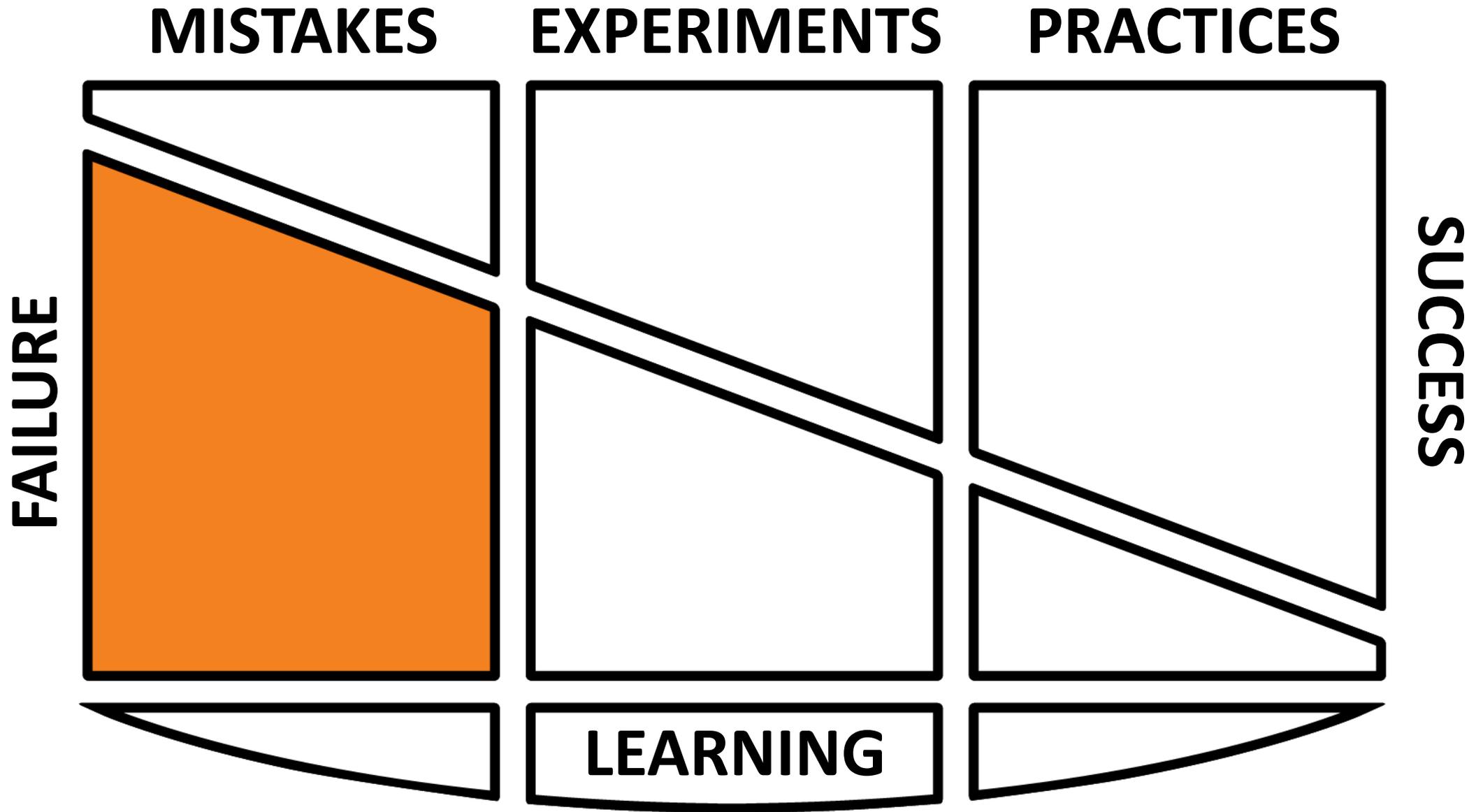
With all experiments, there is a good chance of failing.



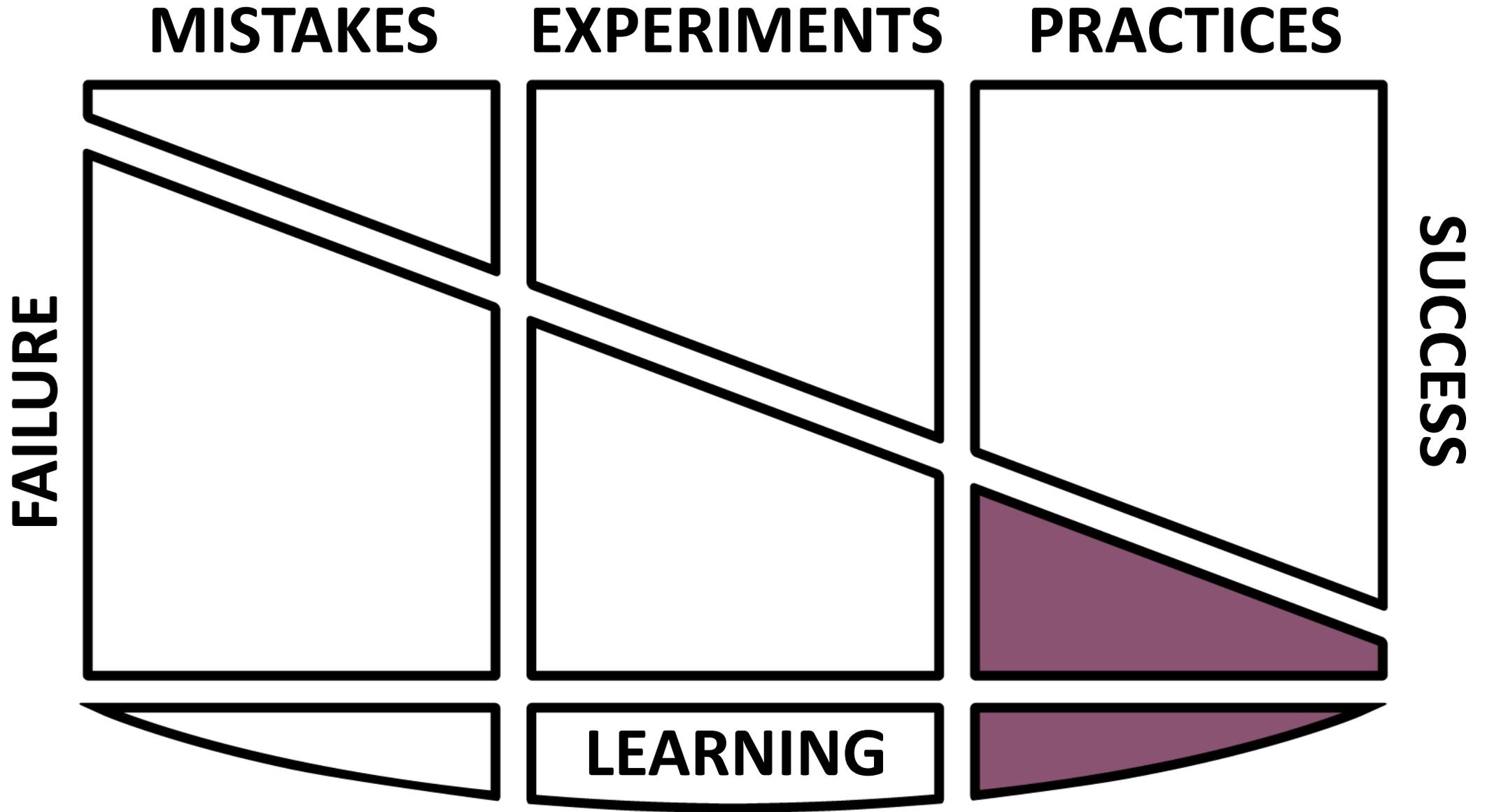
Learning is optimal when we have a 50/50 chance of succeeding.



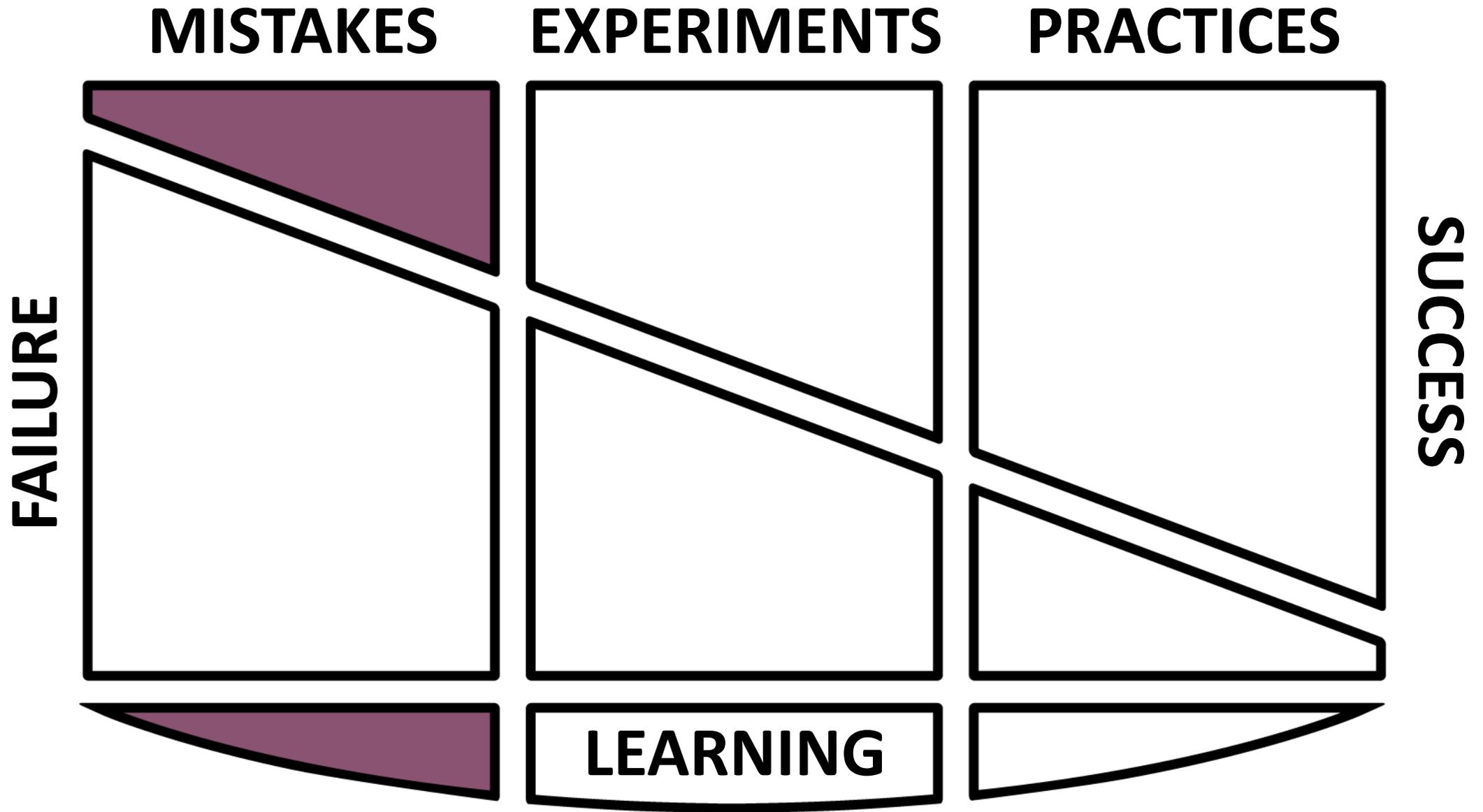
We don't learn anything when we just repeat good practices.



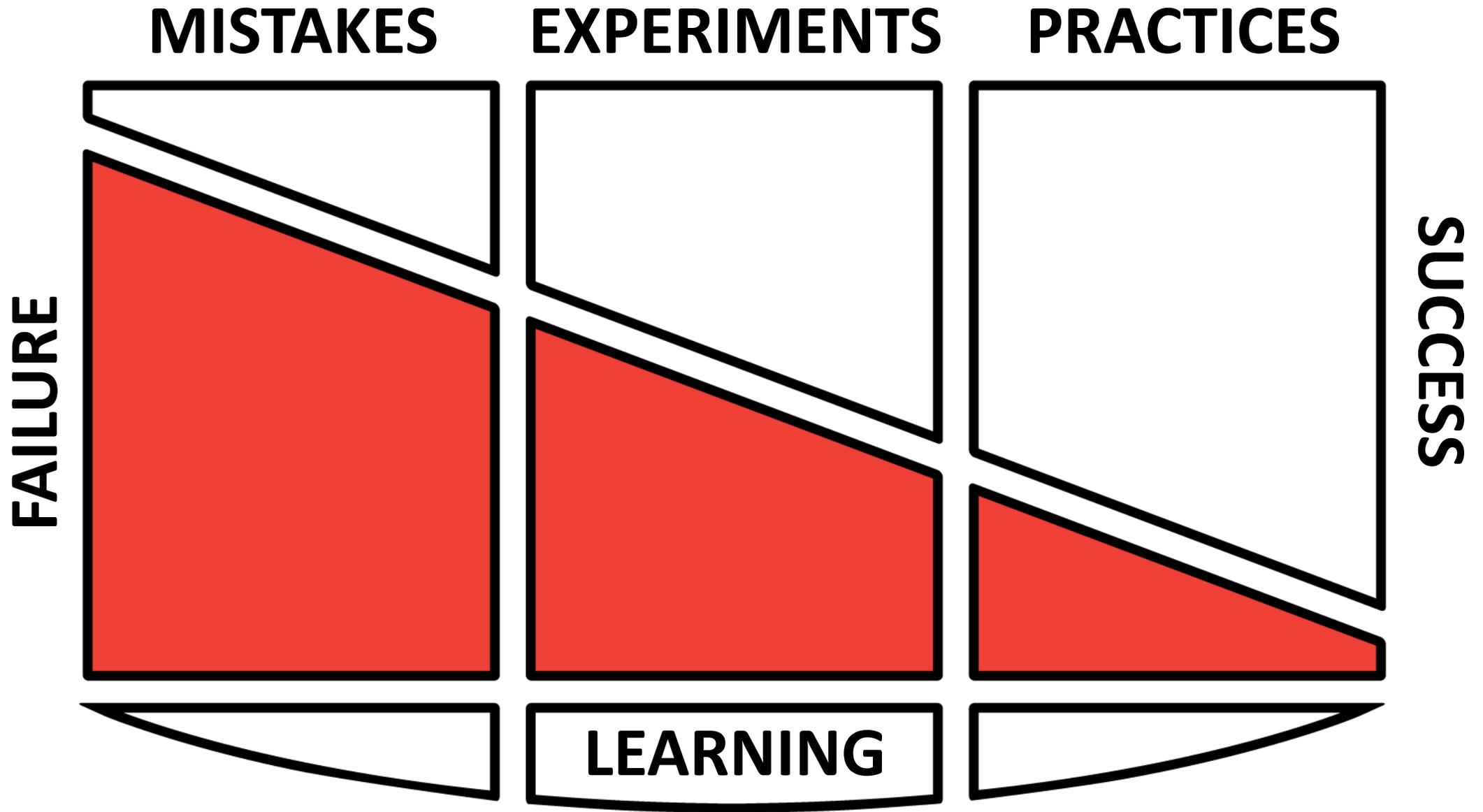
We also don't learn anything when we repeat the same mistakes.



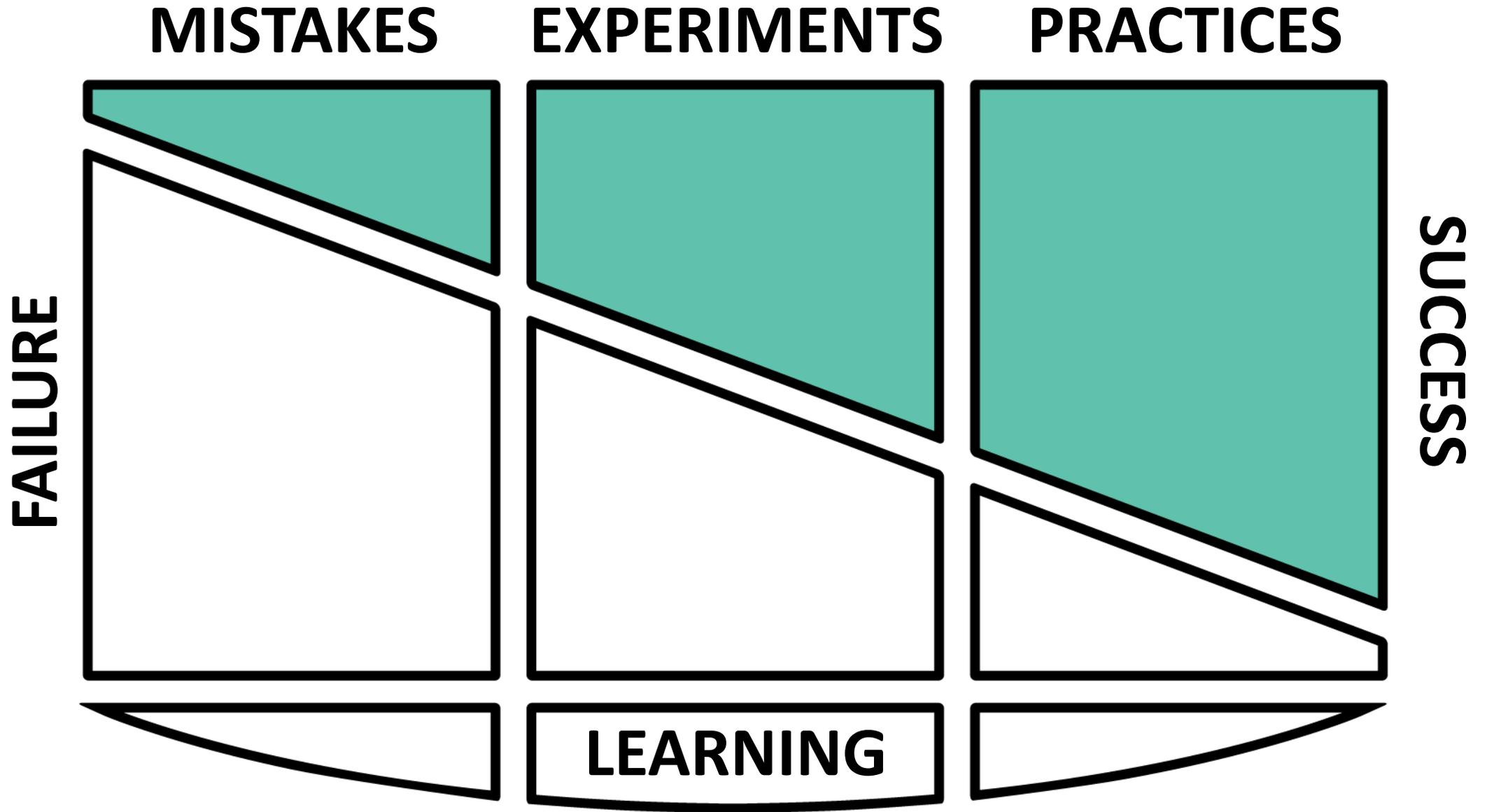
We *do* learn when good practices fail, though it doesn't happen often.



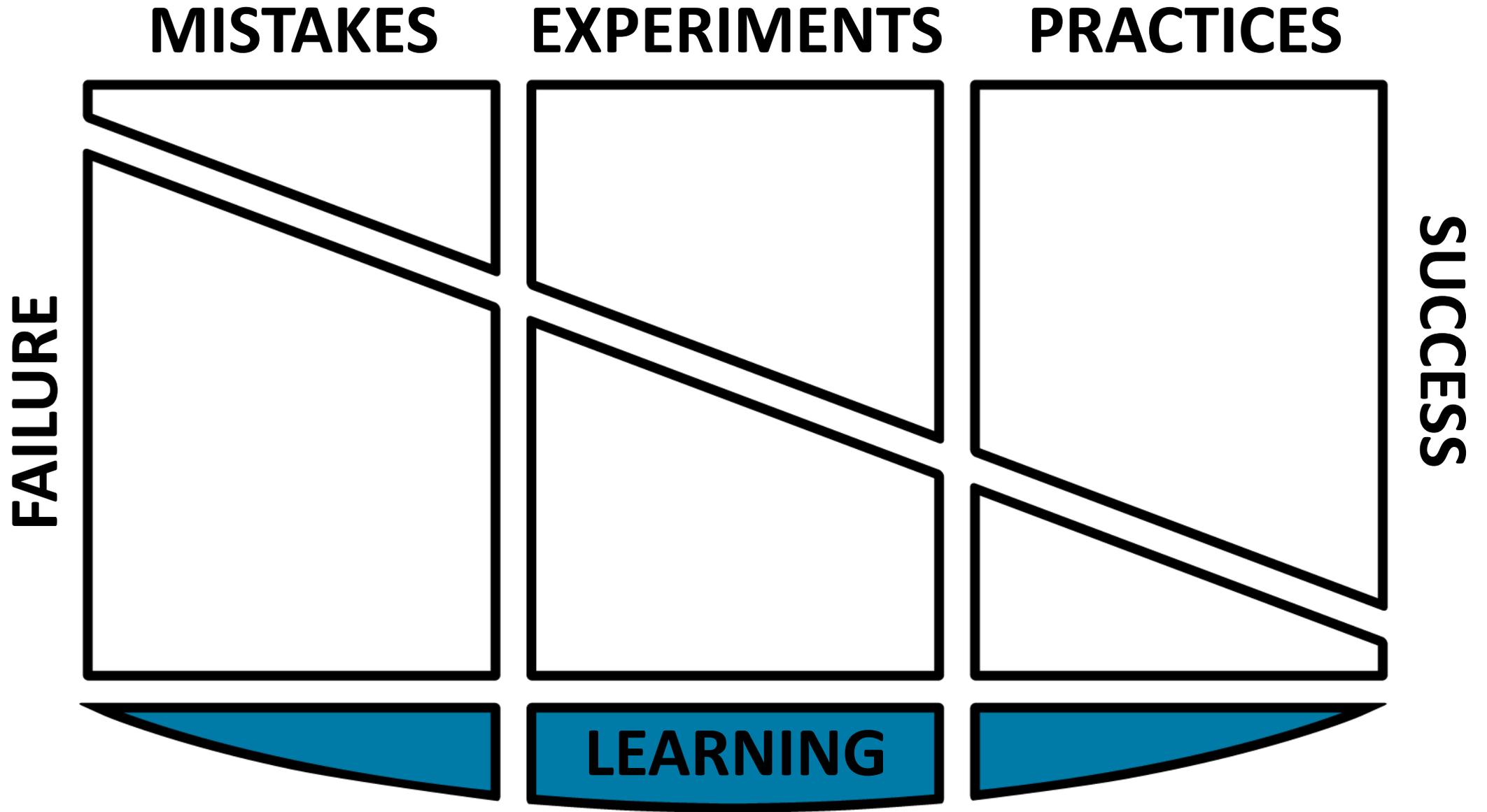
And we learn when mistakes are successful, which is also rare.



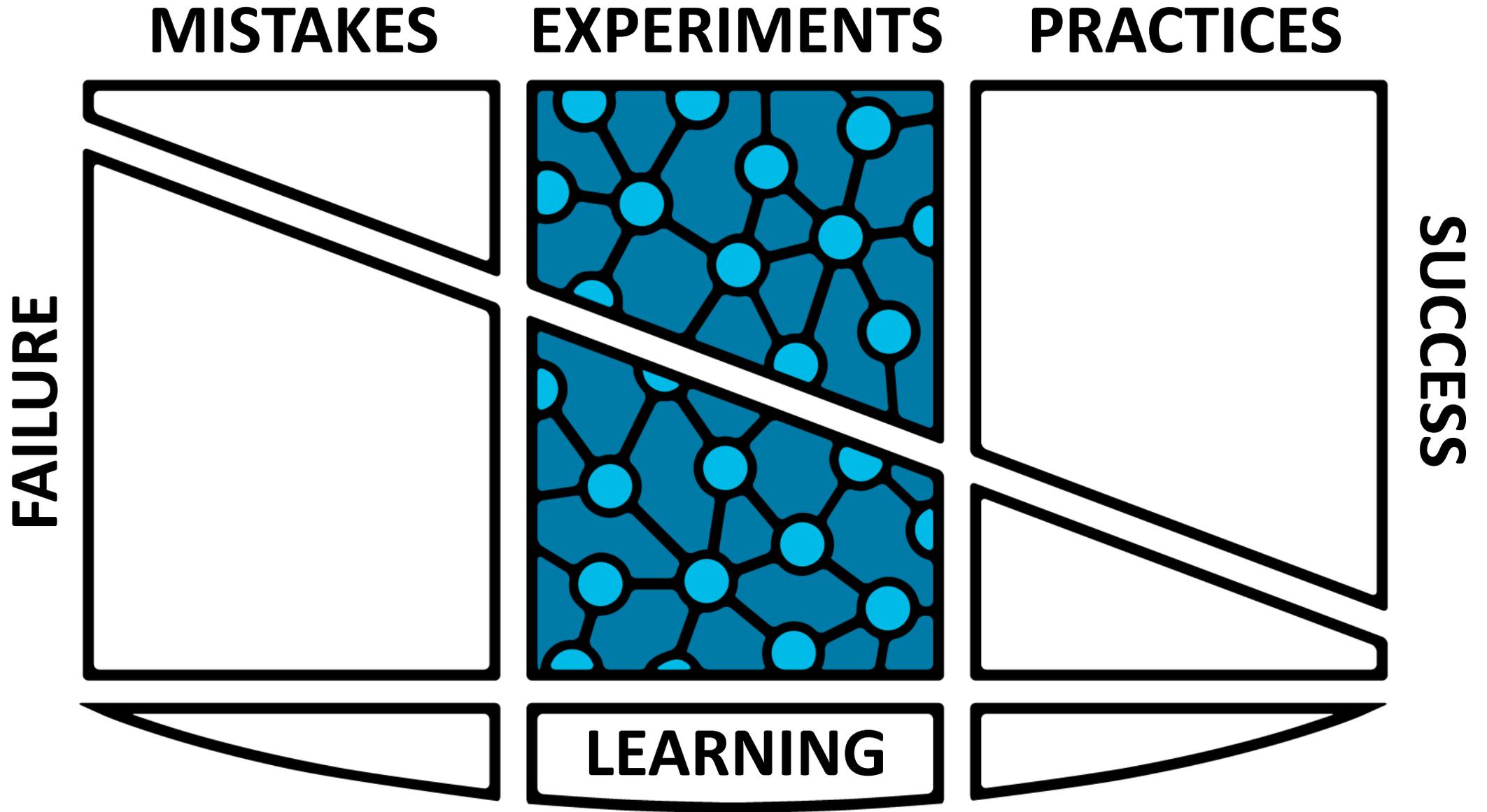
“Celebrate failure” includes failure from mistakes. That makes no sense.



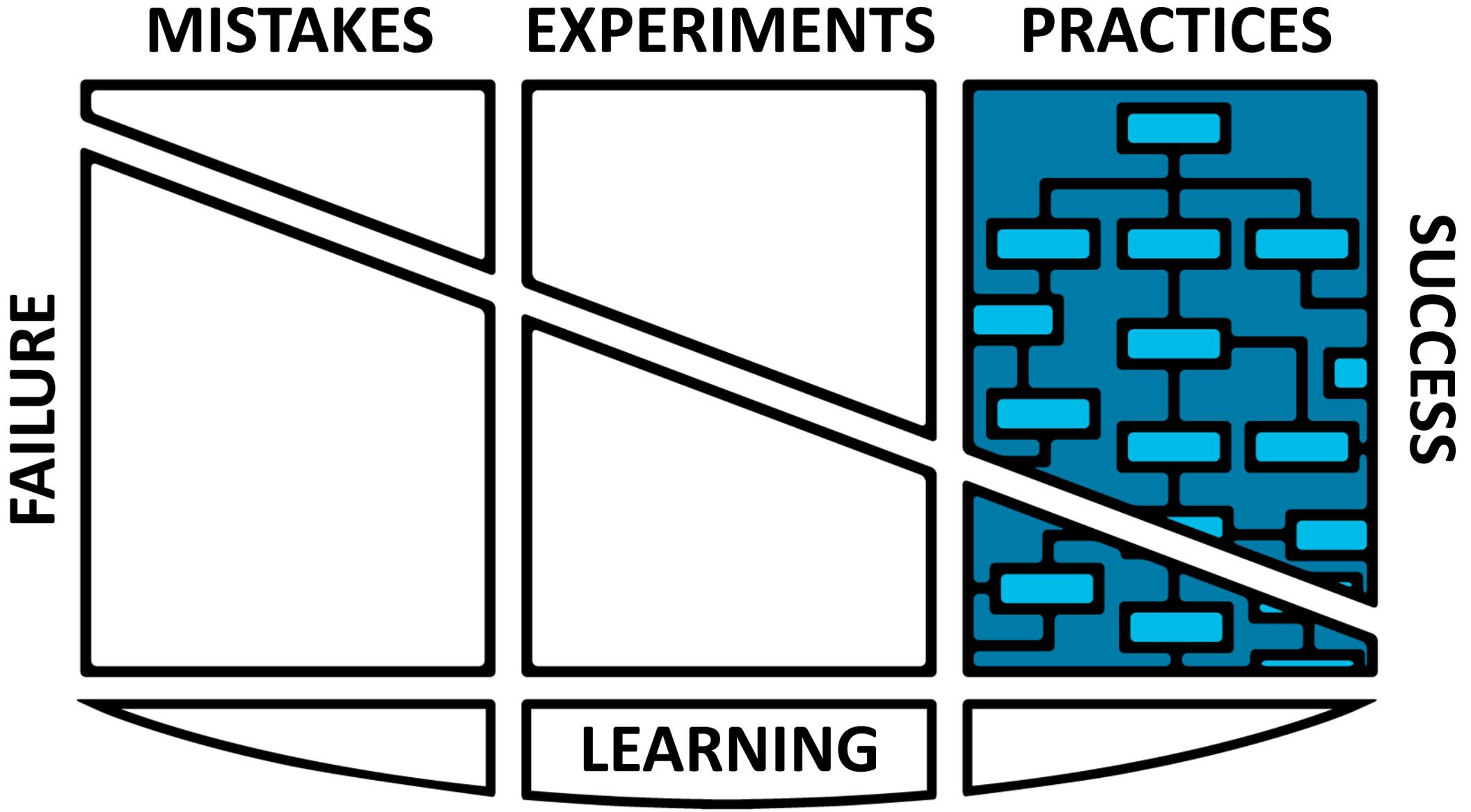
“Celebrate success” makes more sense, but this ignores learning.



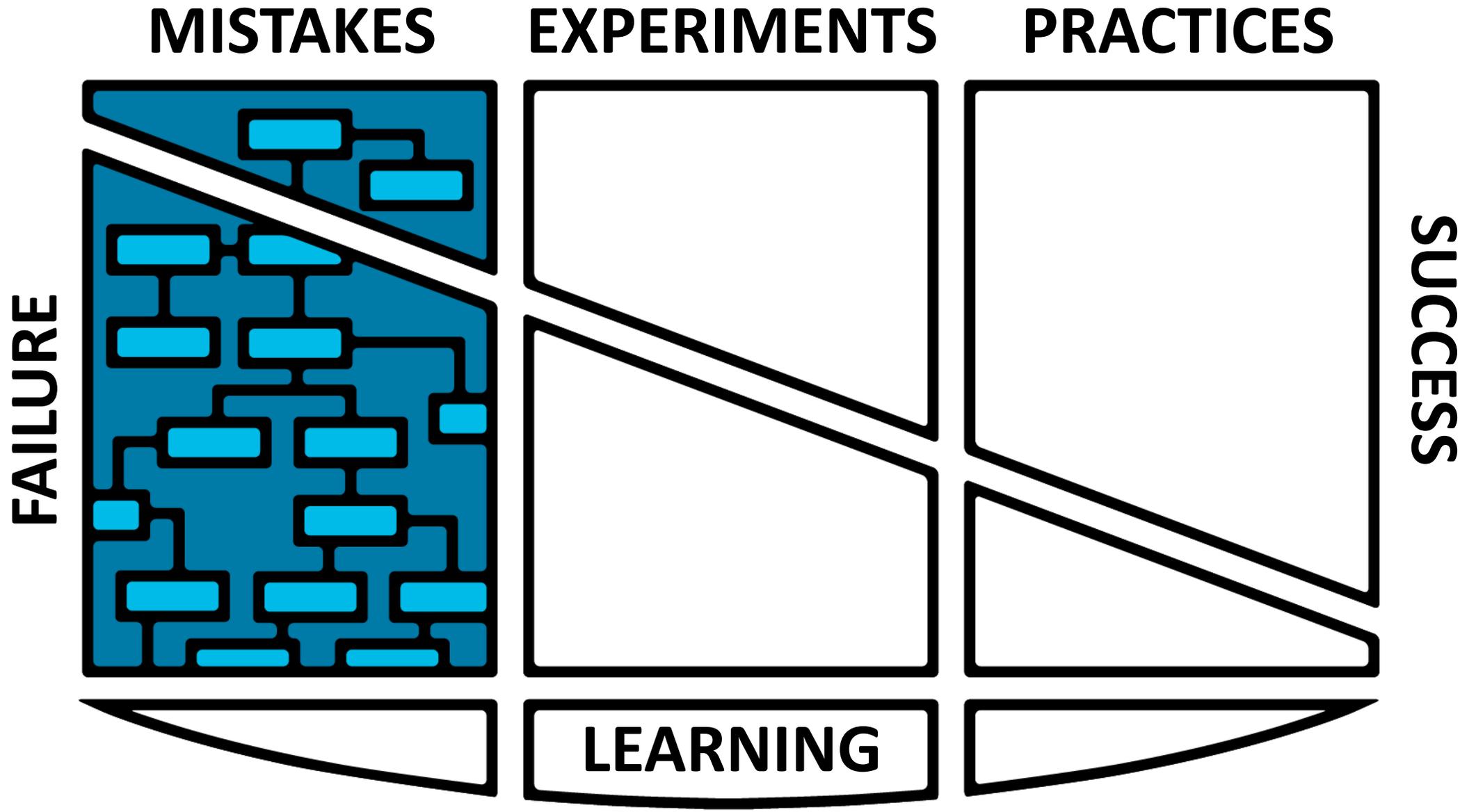
We know that learning is optimal when we run experiments.



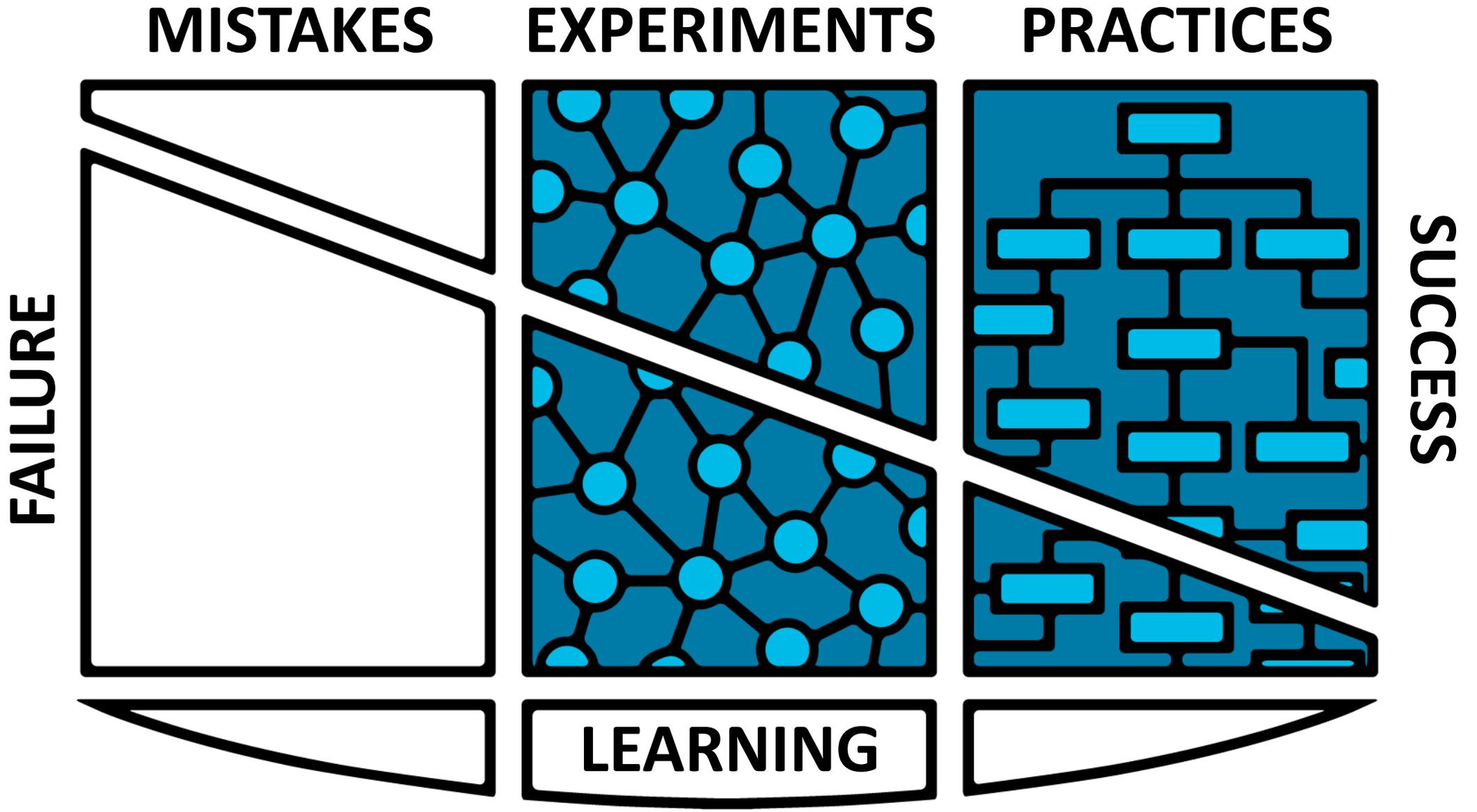
Networks are great at running experiments and *exploring* opportunities.



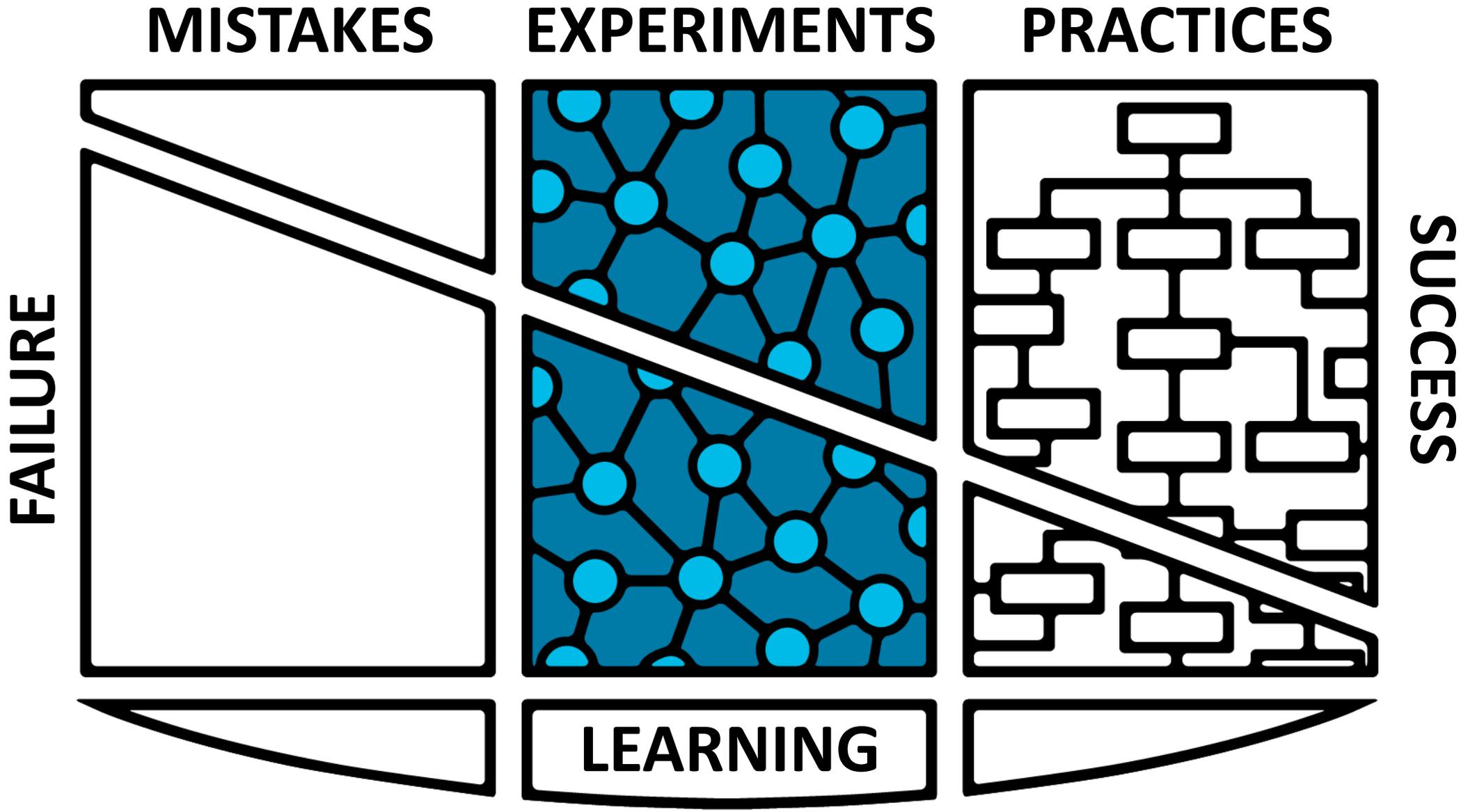
Hierarchies are good at repeating practices and *exploiting* successes.



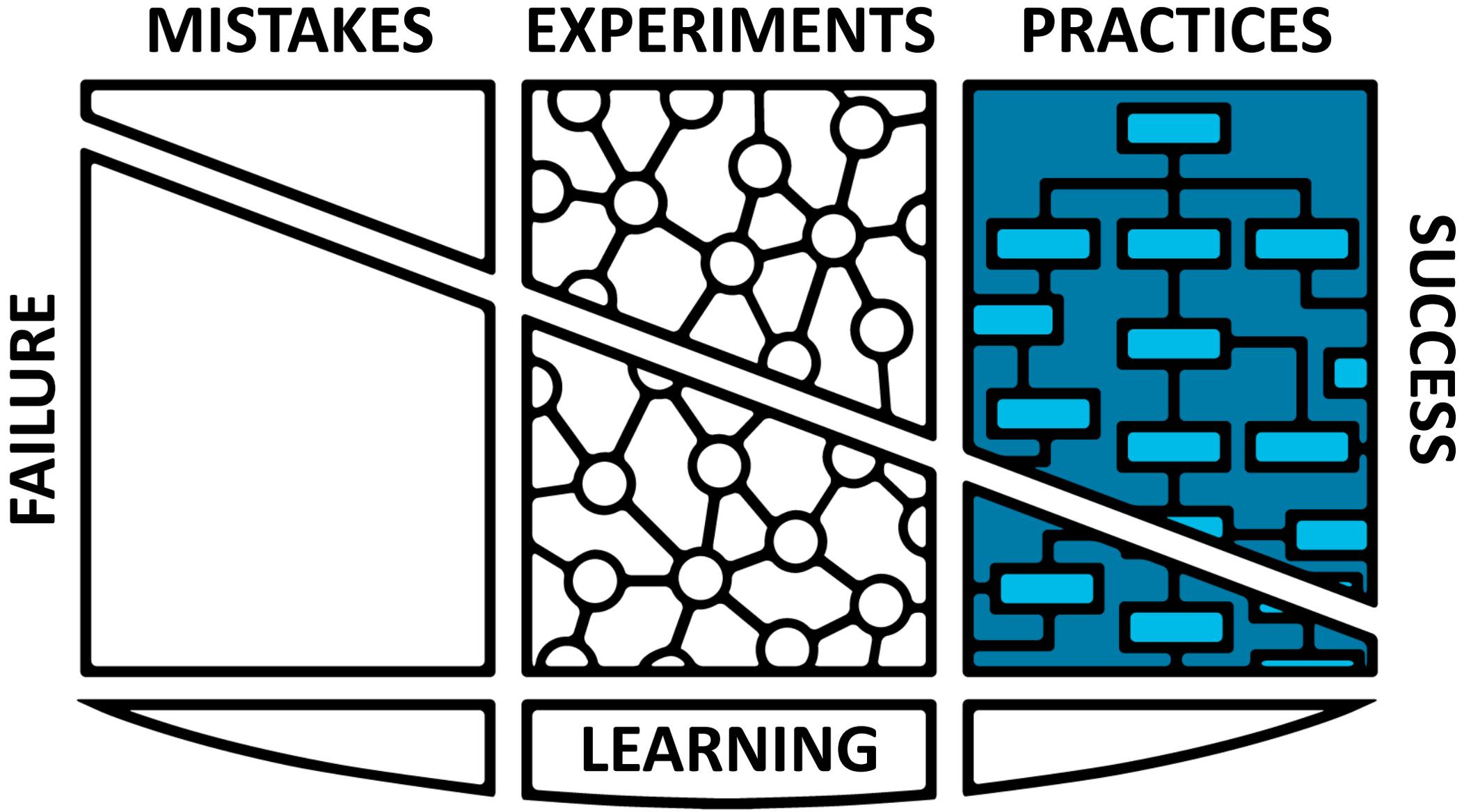
Hierarchies are also good at repeating the same mistakes. ;-)



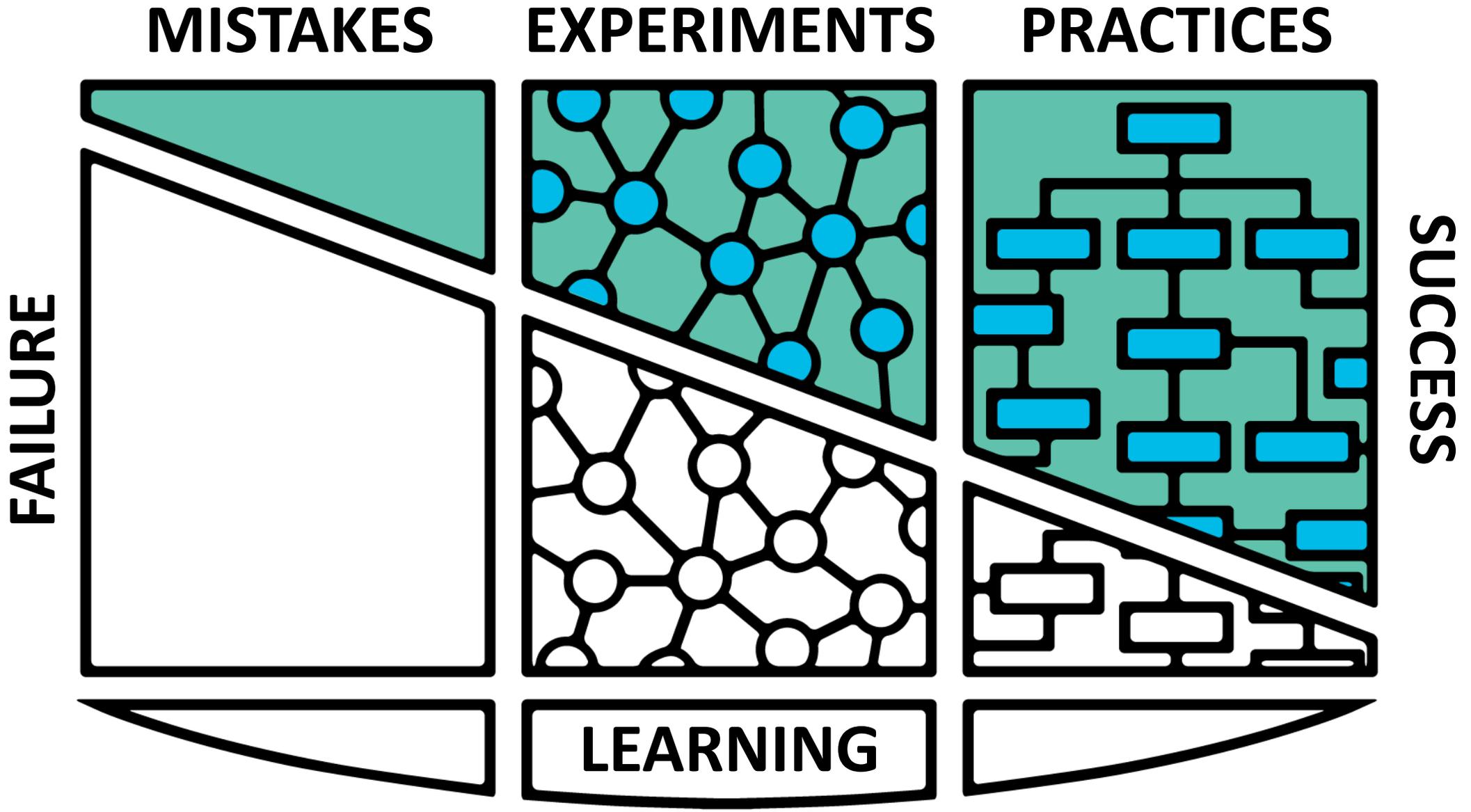
Healthy organizations make use of both networks and hierarchies.



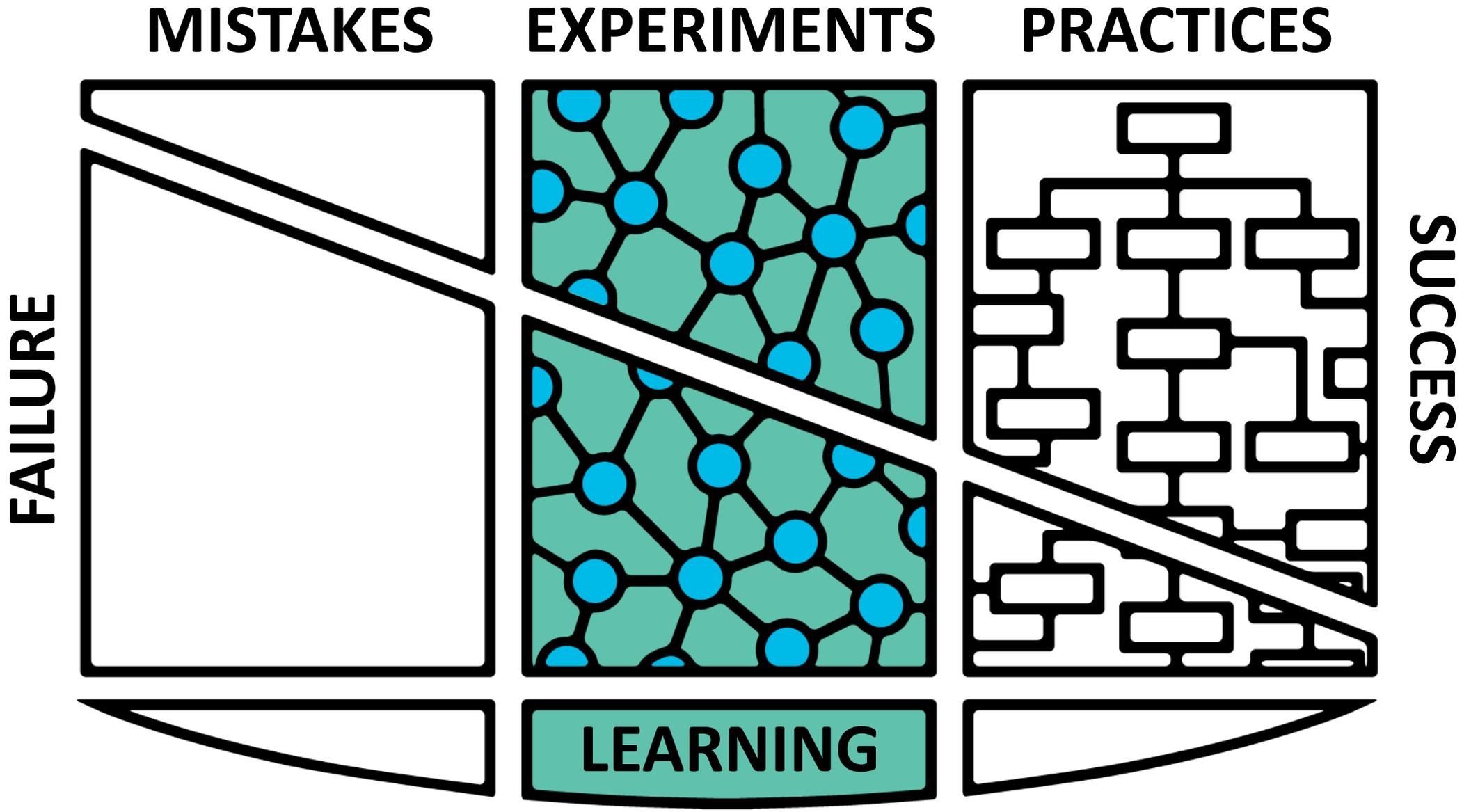
They use networks for creativity, innovation and effectivity.



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



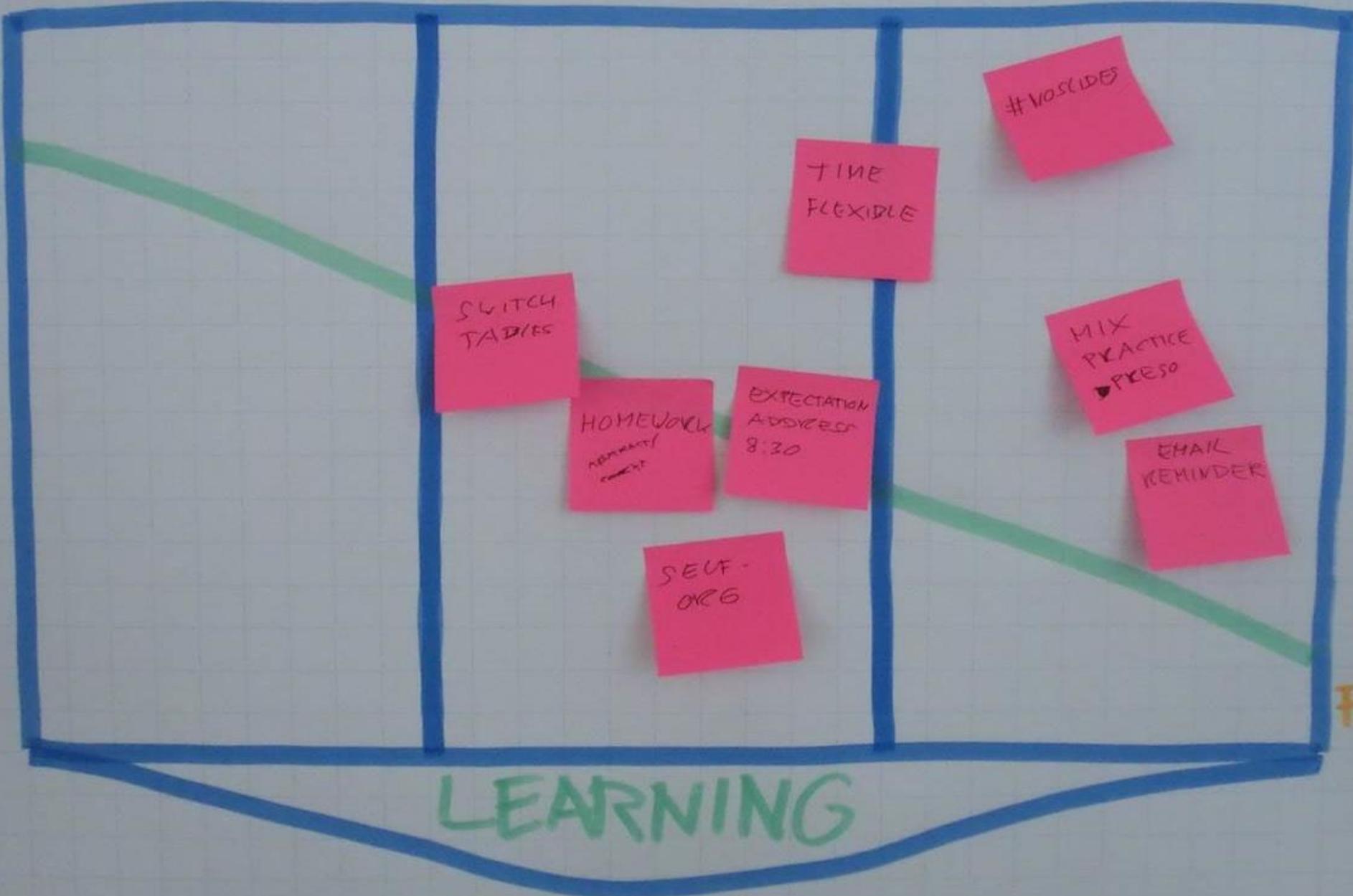
MISTAKES EXPERIMENTS PRACTICES

SUCCESS

FAILURE

SUCCESS

FAILURE





Bad practice Experiment Good practice

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



**Run experiments,
not frameworks.**

**Manage the system,
not the people.**

**Focus on progress,
not on happiness**

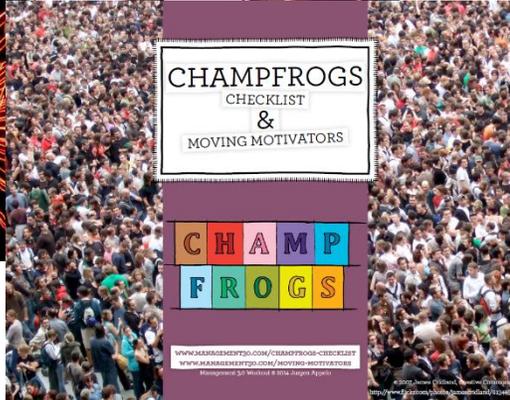
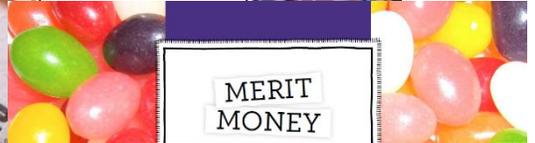
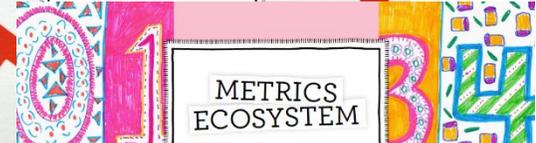
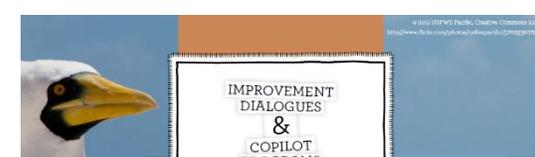
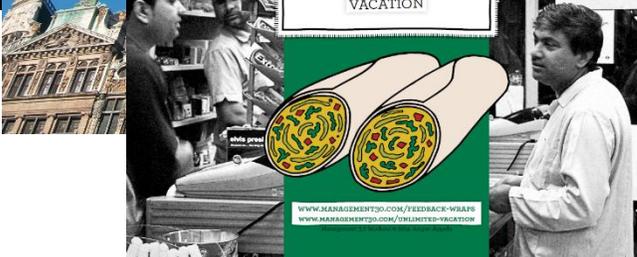
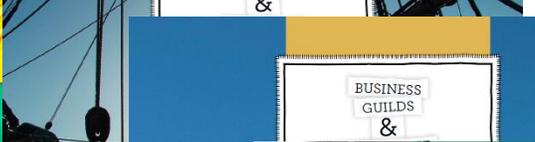


13

**yay! questions &
celebration grids**

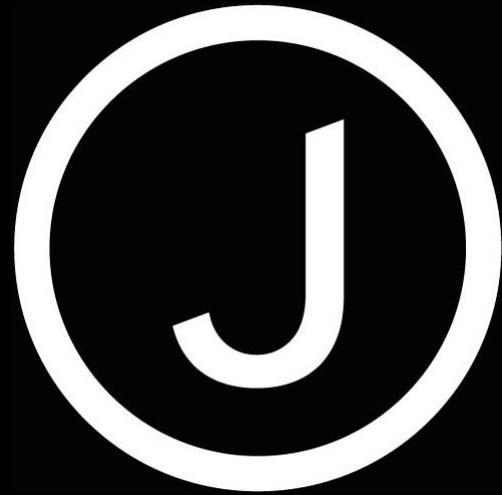
Learn from Successes and Failures

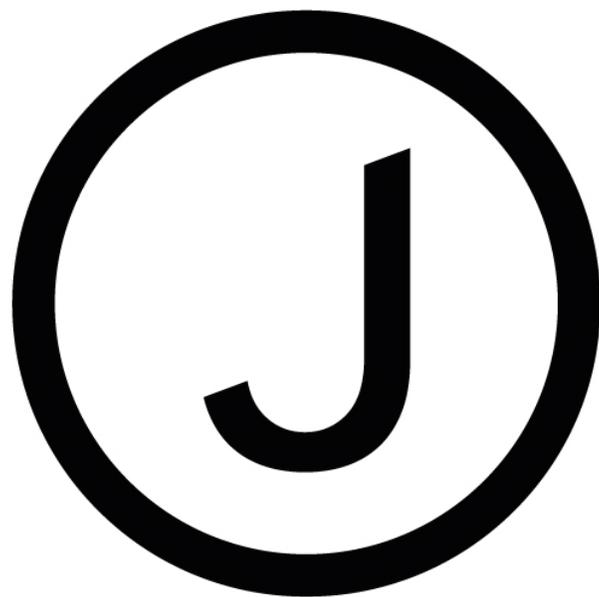




m30.me/happiness







JURGEN APPELO

m30.me/happiness

