



Optional Conference

*Jurgen
Appelo* HOW TO
**CHANGE
THE WORLD**

CHANGE MANAGEMENT 3.0

Budapest
8 April 2014

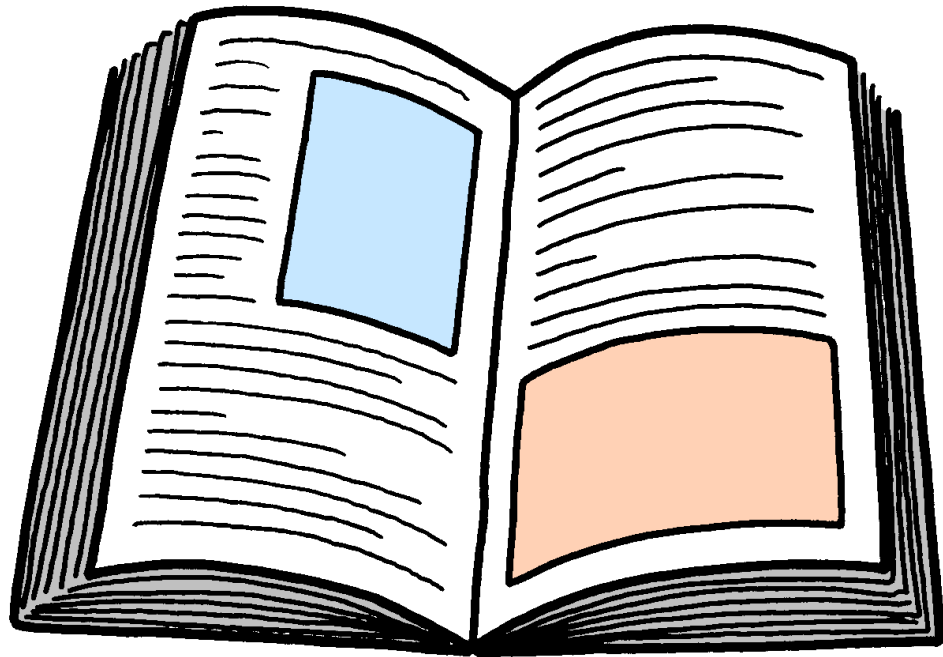
Jurgen Appelo

writer, speaker,
trainer, entrepreneur...

www.jurgenappelo.com



S^tory



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

“ The Most Influential People in Agile ”

1. [Mike Cohn](#)
2. [Ken Schwaber](#)
3. [Robert \(Uncle Bob\) Martin](#)
4. [Martin Fowler](#)
5. [David J. Anderson](#)
6. [Jurgen Appelo](#)
7. [Ron Jeffries](#)
8. [Craig Larman](#)
9. [Jeff Sutherland](#)
10. [Kent Beck](#)



NOOP.NL

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[« Question for Time Travelers](#) | [Main](#) | [Status Update of My Book on Complexity](#) »

JANUARY 20, 2008

Why I Started This Blog

The reason I started this blog is as follows:

I intend to write a book. In fact, I am already working on it. It's going to be a book about *complex systems* and its relation to *software engineering*. Since many years I have been fascinated by the complexity of systems in biology, sociology, economics, physics and other scientific areas. And also complexity in politics and philosophy, which may not be very scientific but which is quite interesting nevertheless. (And heated debates with friends on this subject can be very amusing.)

One thing I noticed is that many aspects of complexity can also be found within the context of software projects. As a computer programmer, project manager, development manager and coffee maker I have been a participant in building software systems for almost 15 years. Lots of them have been spectacular and stunning failures. But I admit, reluctantly though, that I have delivered some successes too, most of them accidentally.

This blog will be dedicated to my attempt to write a book about complex systems and the complexity of software engineering. Here you can read about my progress, interesting material I found, conclusions I have drawn, previews of texts I have written, and every detail of my pain and suffering while going through this ordeal of writing a book. In the meantime I would love to hear your feedback about anything I am writing (or going to write), because a) feedback motivates me to keep going; b) it helps me to improve my texts; and c) it makes me look more popular, which might help me sell more copies of my book later on.

So bookmark this page now and make sure that you return here once in a while. I'll make you some coffee and we will have a nice chat about complexity, software engineering and the art of delivering horrible software.

.....

The Addison Wesley Signature Series

A MIKE COHN SIGNATURE
BOOK
Mike Cohn

MANAGEMENT 3.0

LEADING AGILE DEVELOPERS,
DEVELOPING AGILE LEADERS

JURGEN APPELO

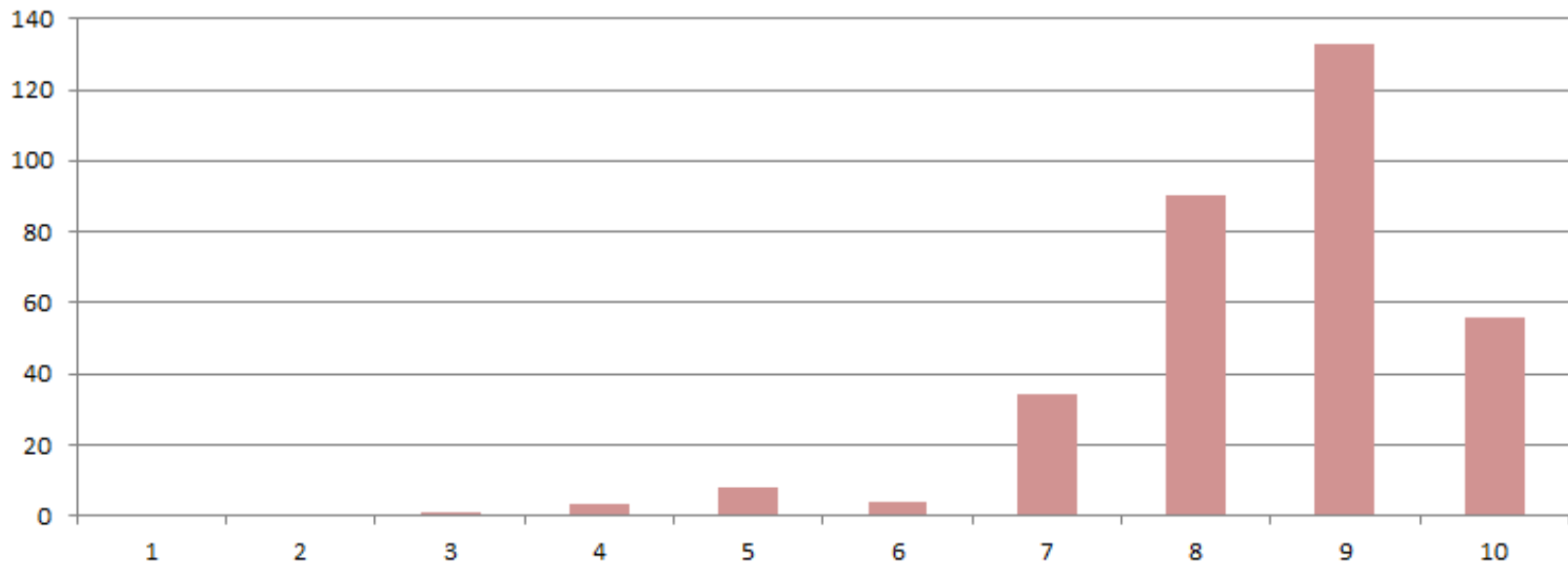


Forewords by Robert C. Martin and Ed Yourdon



MANAGEMENT 3.0

CHANGE AND INNOVATION PRACTICES

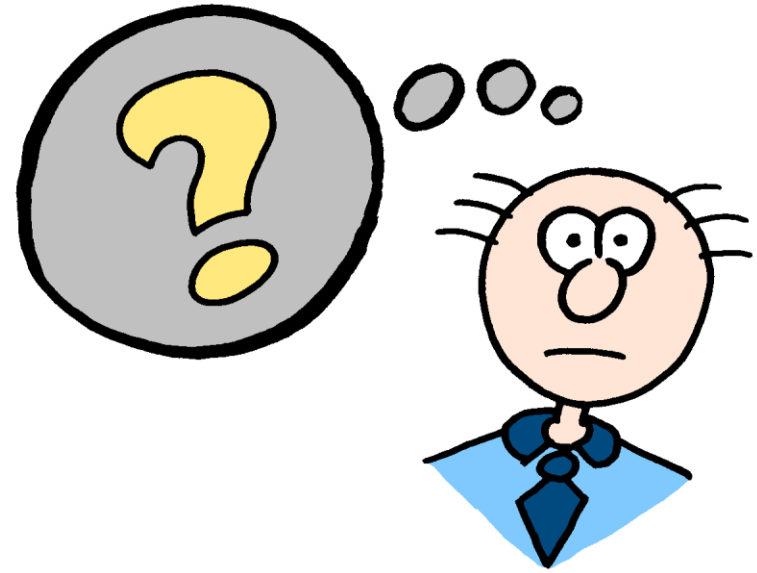


How did I do that



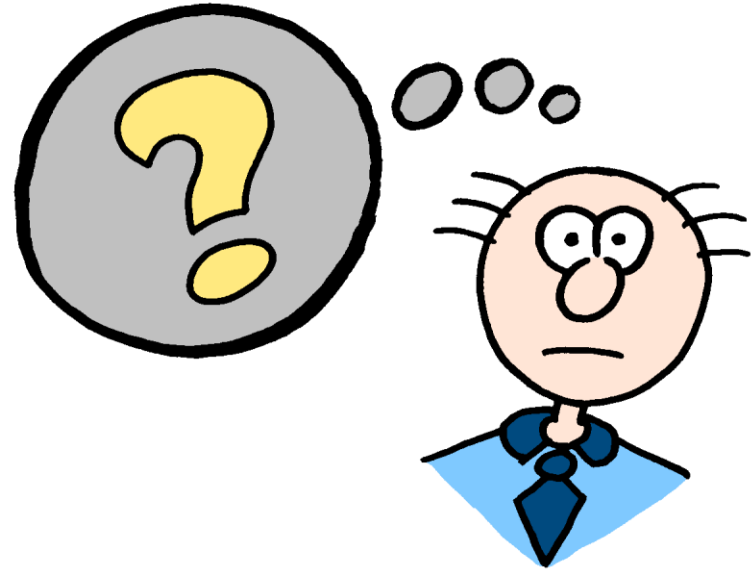
I often get questions like this...

How can I...



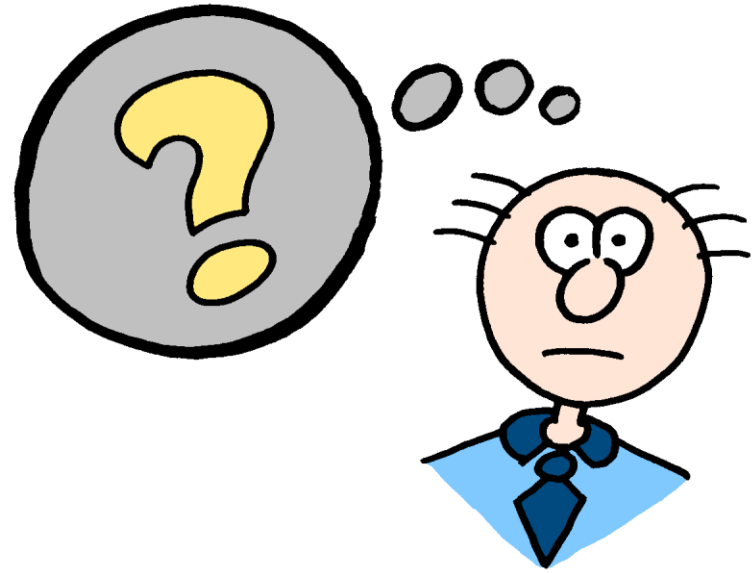
- “Make” the rest of the organization more Agile?

How can I...



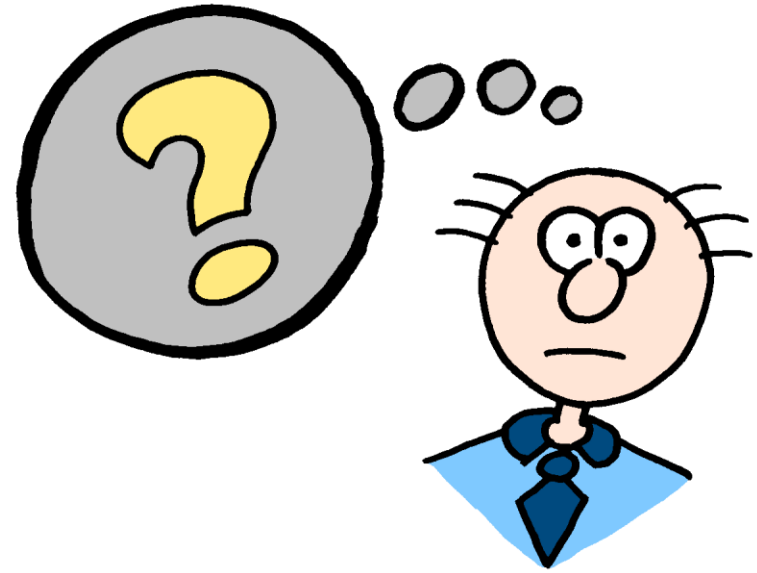
- “Make” the rest of the organization more Agile?
- “Motivate” my employees to develop themselves?

How can I...



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

How can I...



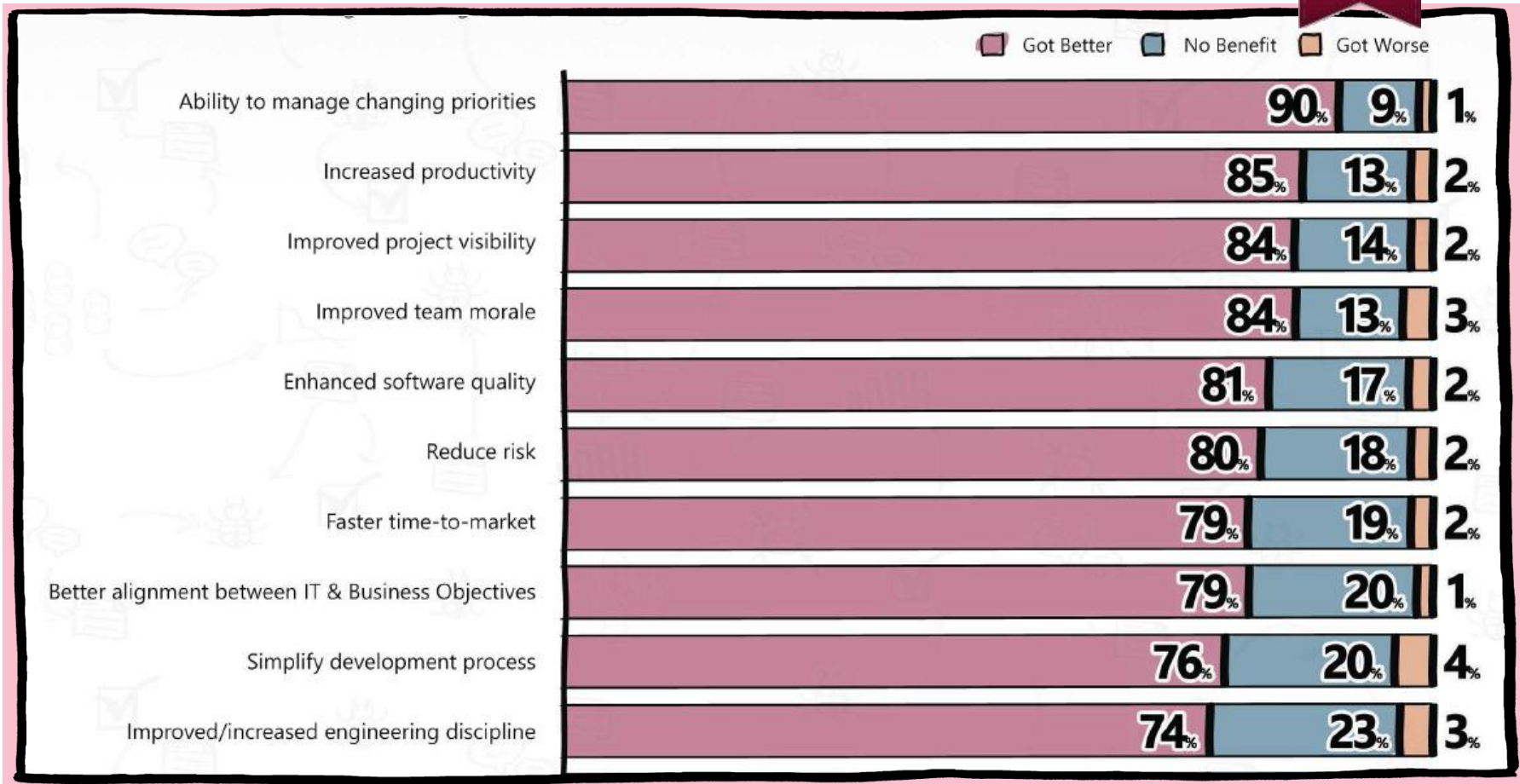
- “Make” the rest of the organization more Agile?
- “Motivate” my employees to develop themselves?
- “Convince” customers they should accept Scrum?
- Etc...

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

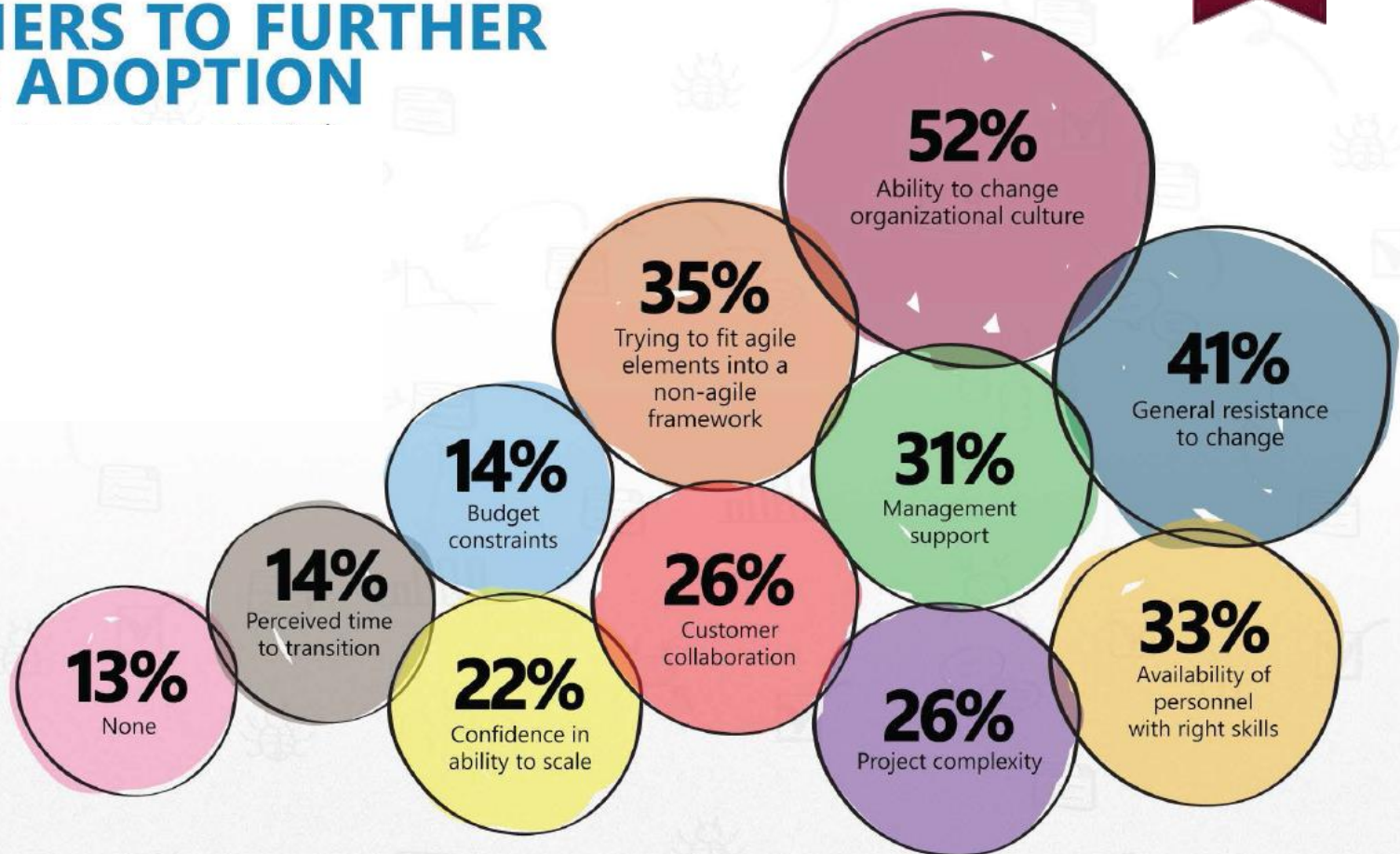


Benefits Obtained from Agile

7th
ANNUAL
STATE of
AGILE

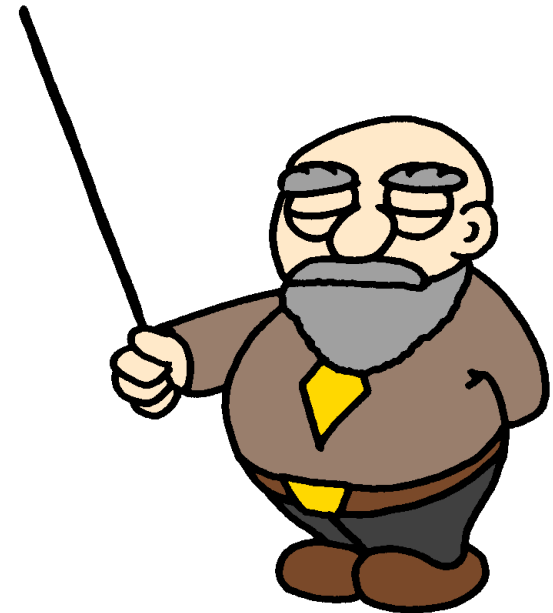


BARRIERS TO FURTHER AGILE ADOPTION

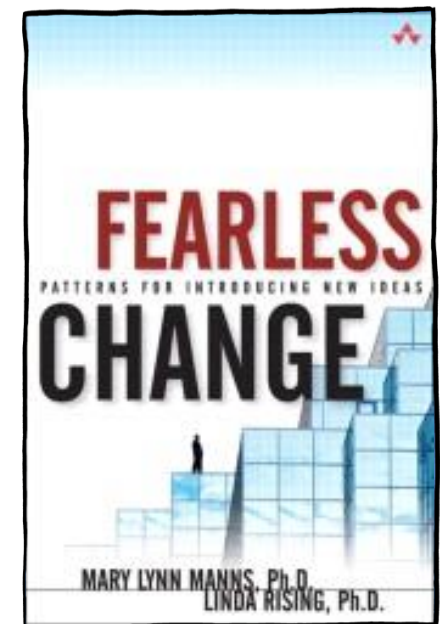
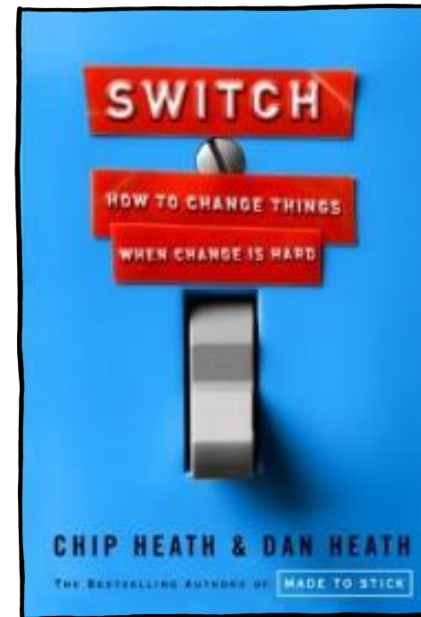
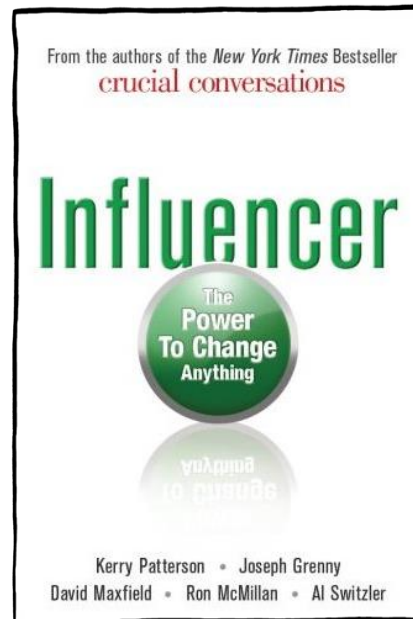
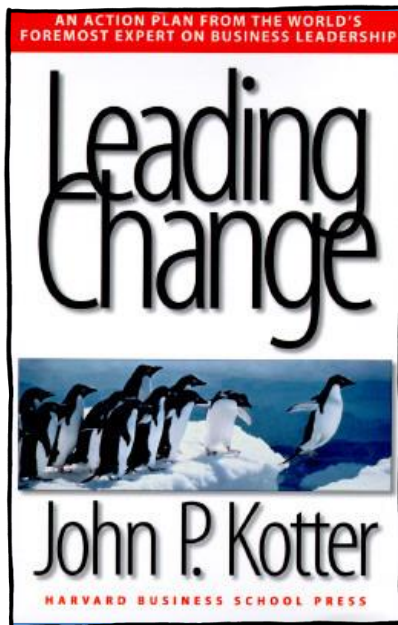


It seems we all want to learn...

How to change a social complex system



I am inspired by...



And I discovered
the  facets
of social change...

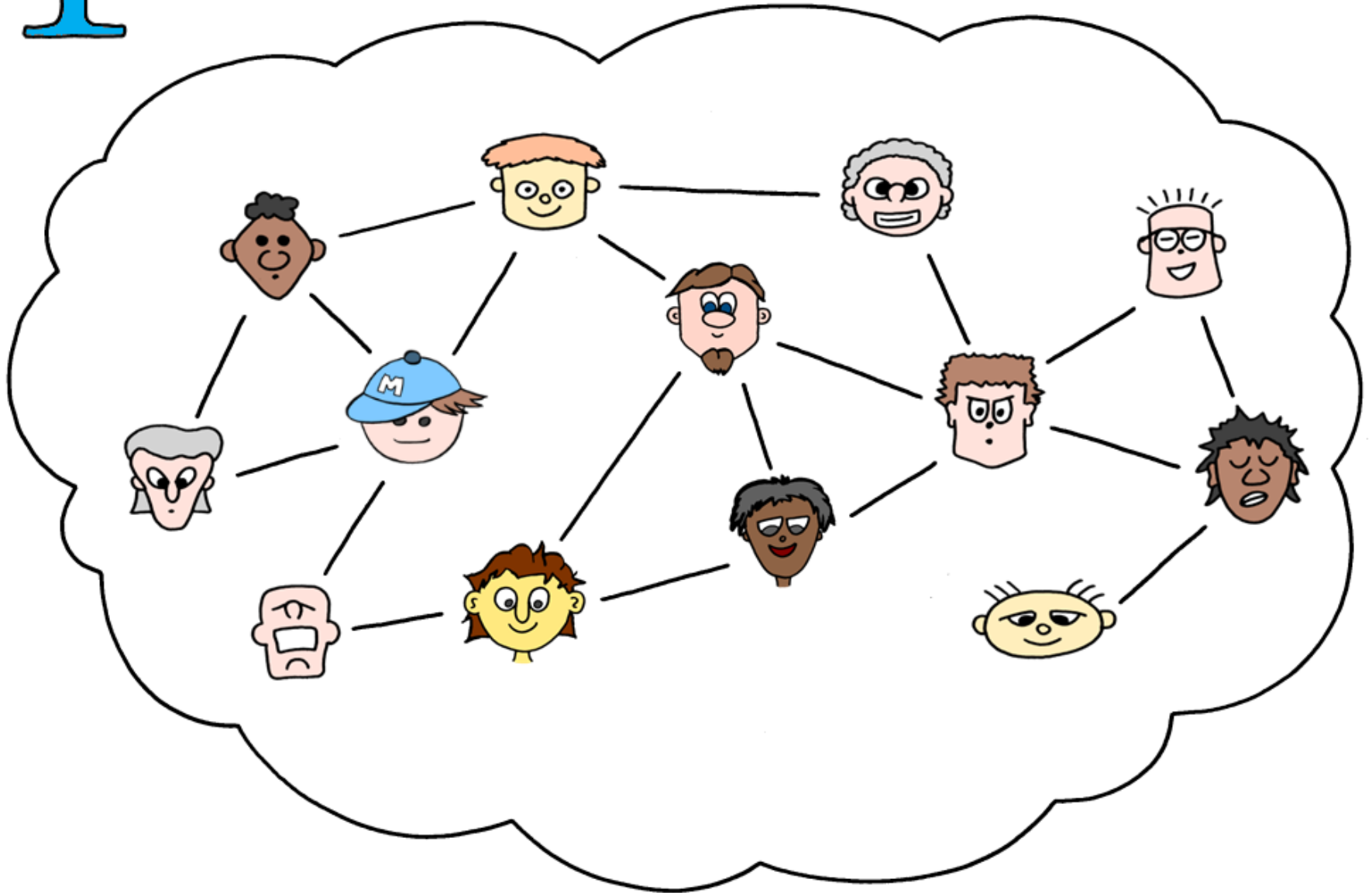


The **mojito** method

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

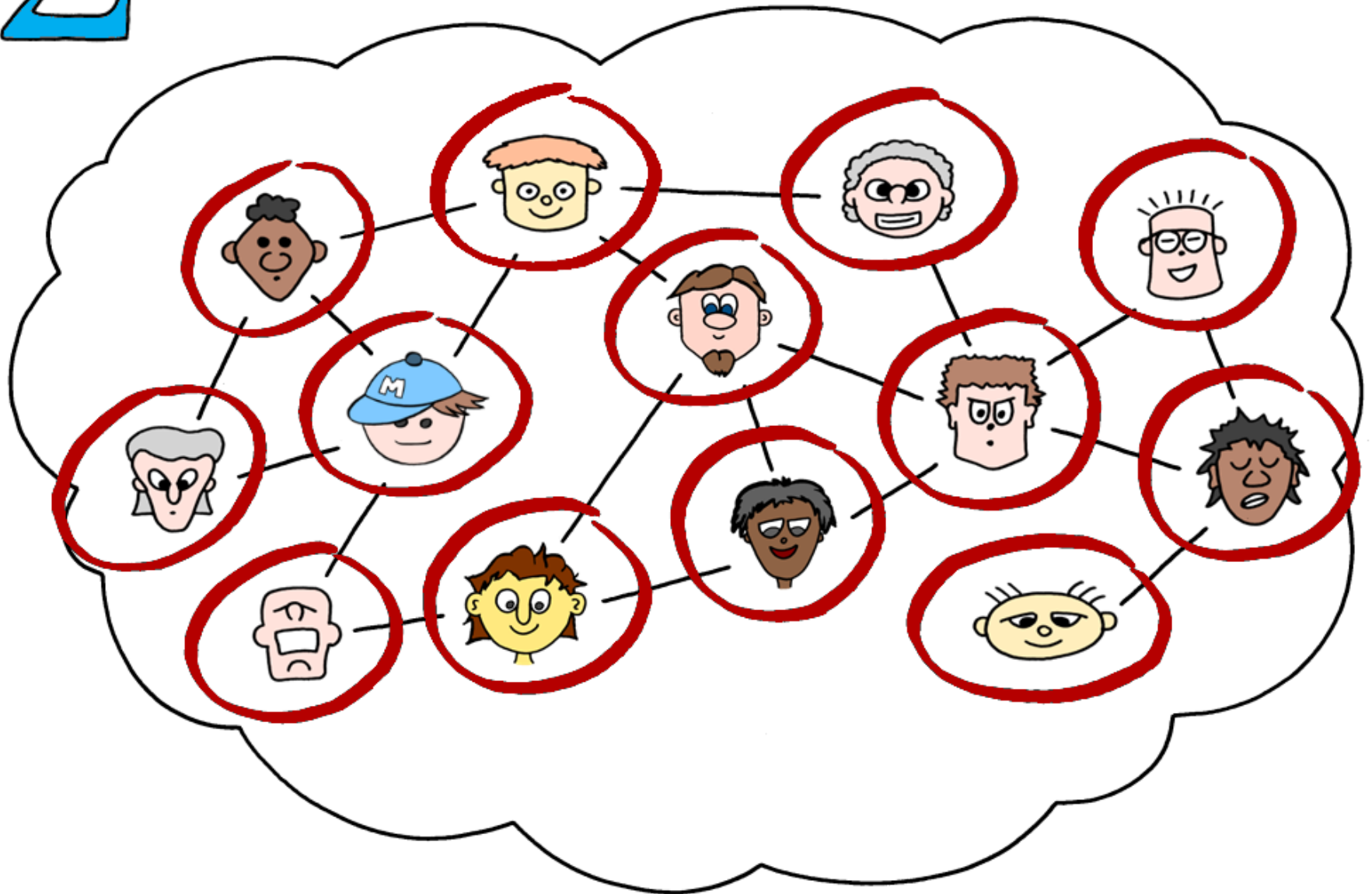
1

Consider the **system**



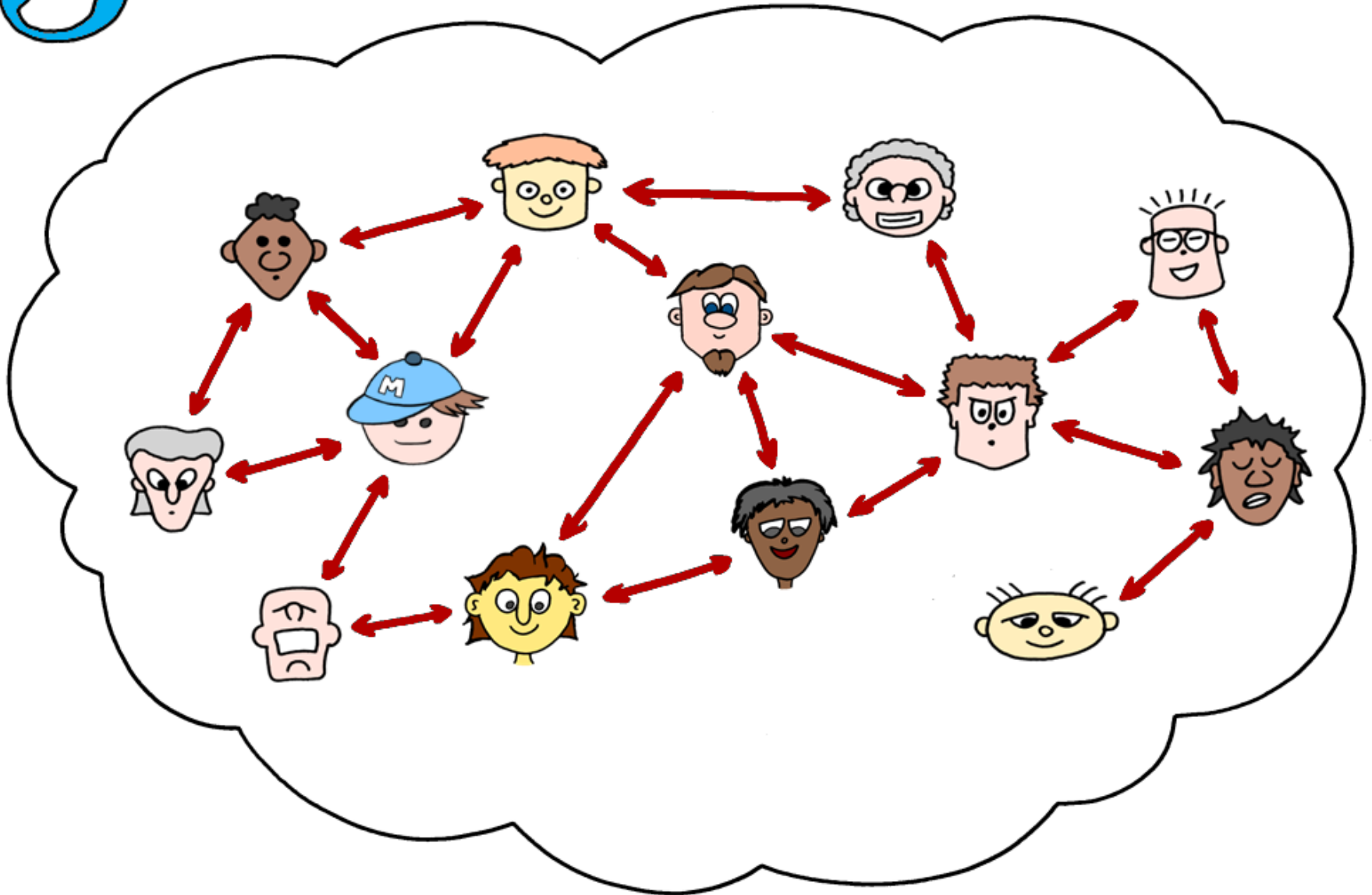
2

Consider the **individuals**



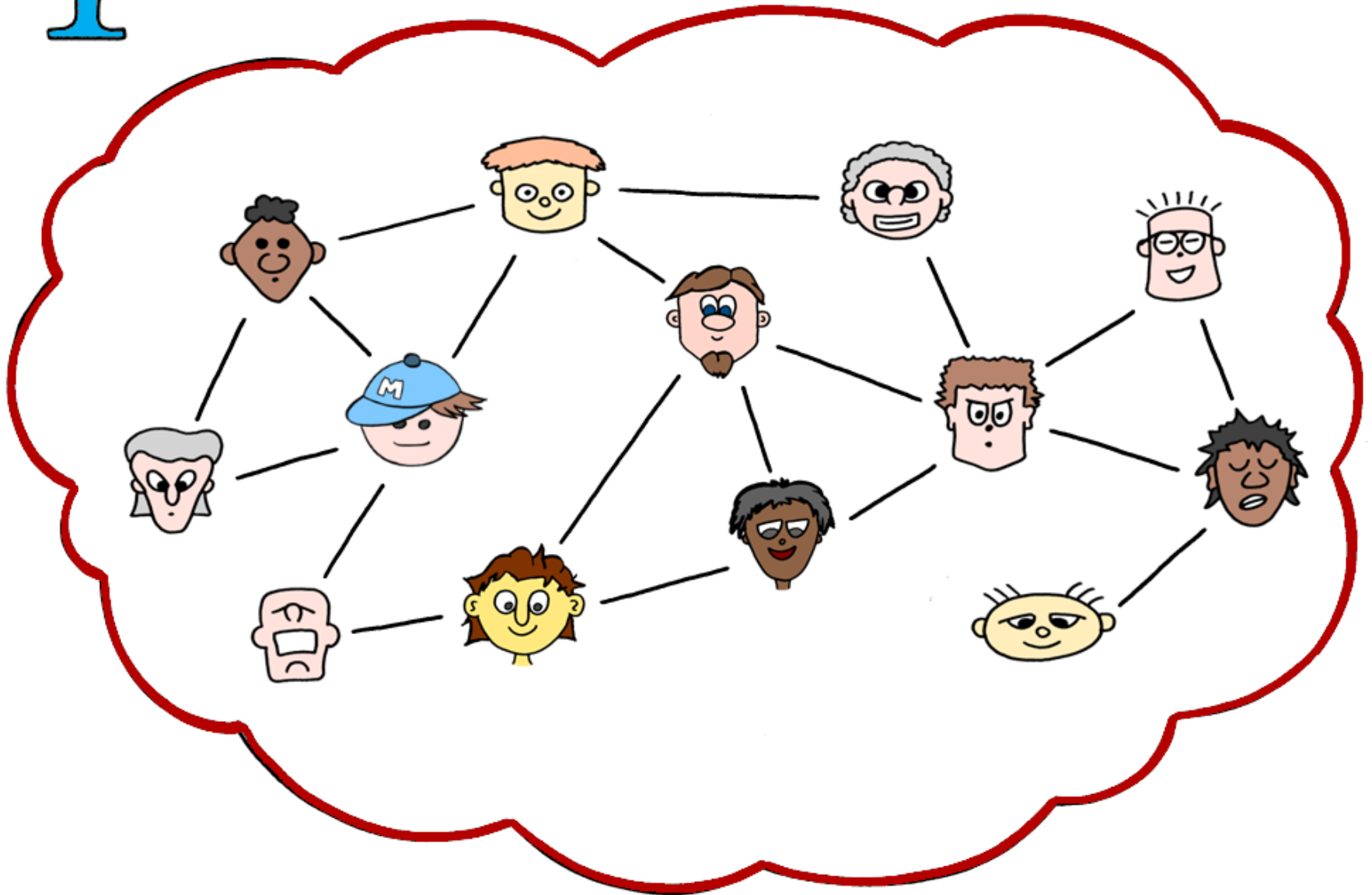
3

Consider the **interactions**



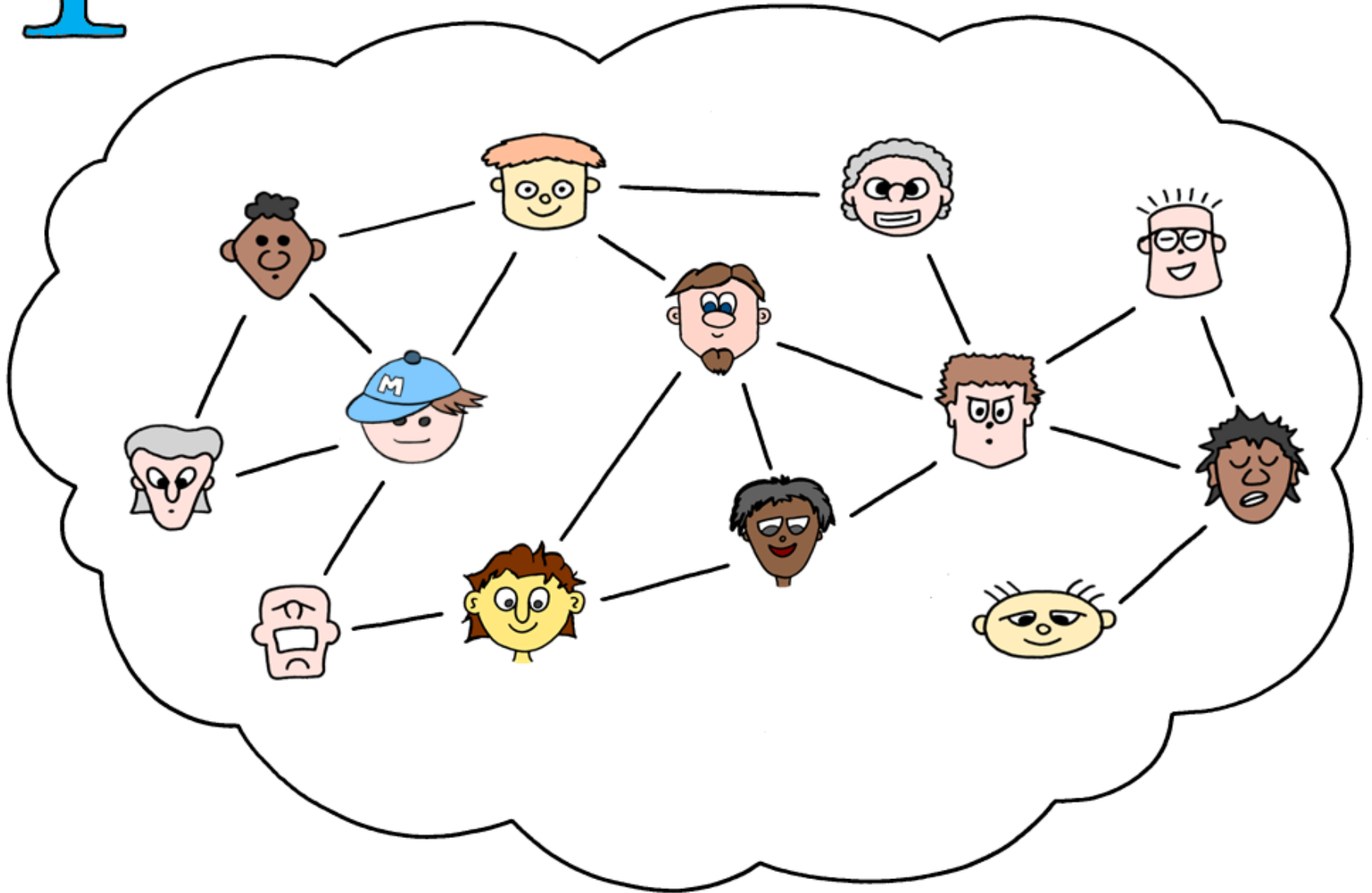
4

Consider the environment



1

Dance with the System

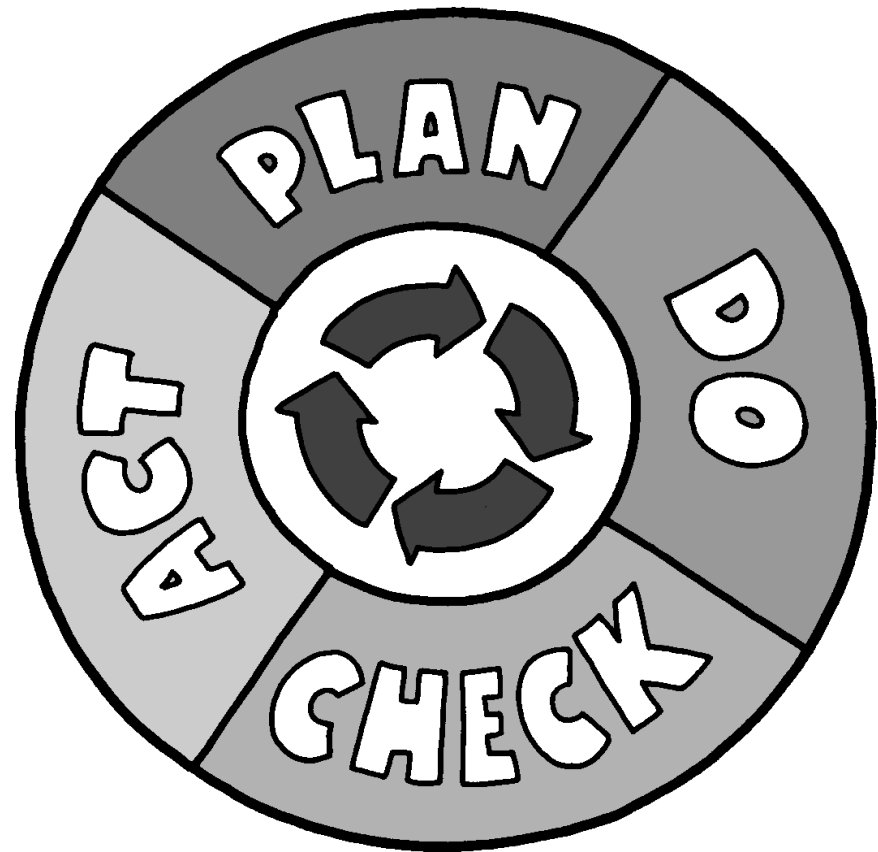


The System

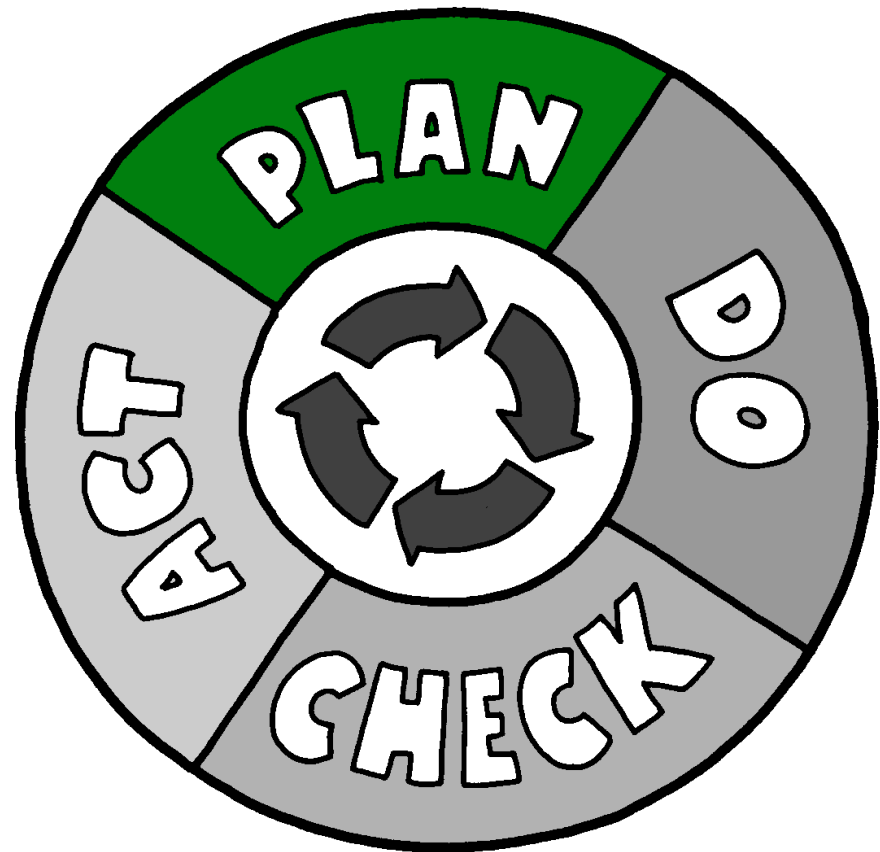
PDCA cycle

Deming/Shewhart

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



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



MANIFESTO FOR AGILE SOFTWARE DEVELOPMENT

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



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

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



KENT BECK

MIKE BEEDLE

ARIE VAN BENNEKUM

ALISTAIR COCKBURN

WARD CUNNINGHAM

MARTIN FOWLER

JAMES GRENNING

JIM HIGHSMITH

ANDREW HUNT

RON JEFFRIES

JON KERN

BRIAN MARICK

ROBERT C. MARTIN

STEVE MELLOR

KEN SCHWABER

JEFF SUTHERLAND

DAVE THOMAS

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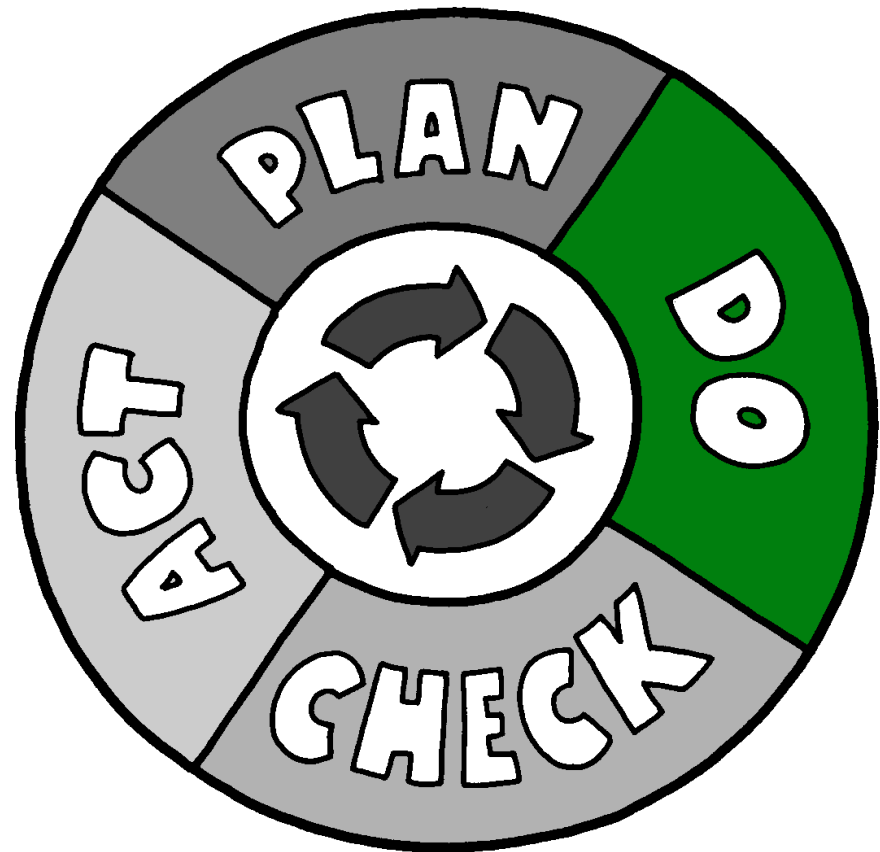
Develop a vision,
analyze where
things are going
well, and copy
those behaviors.

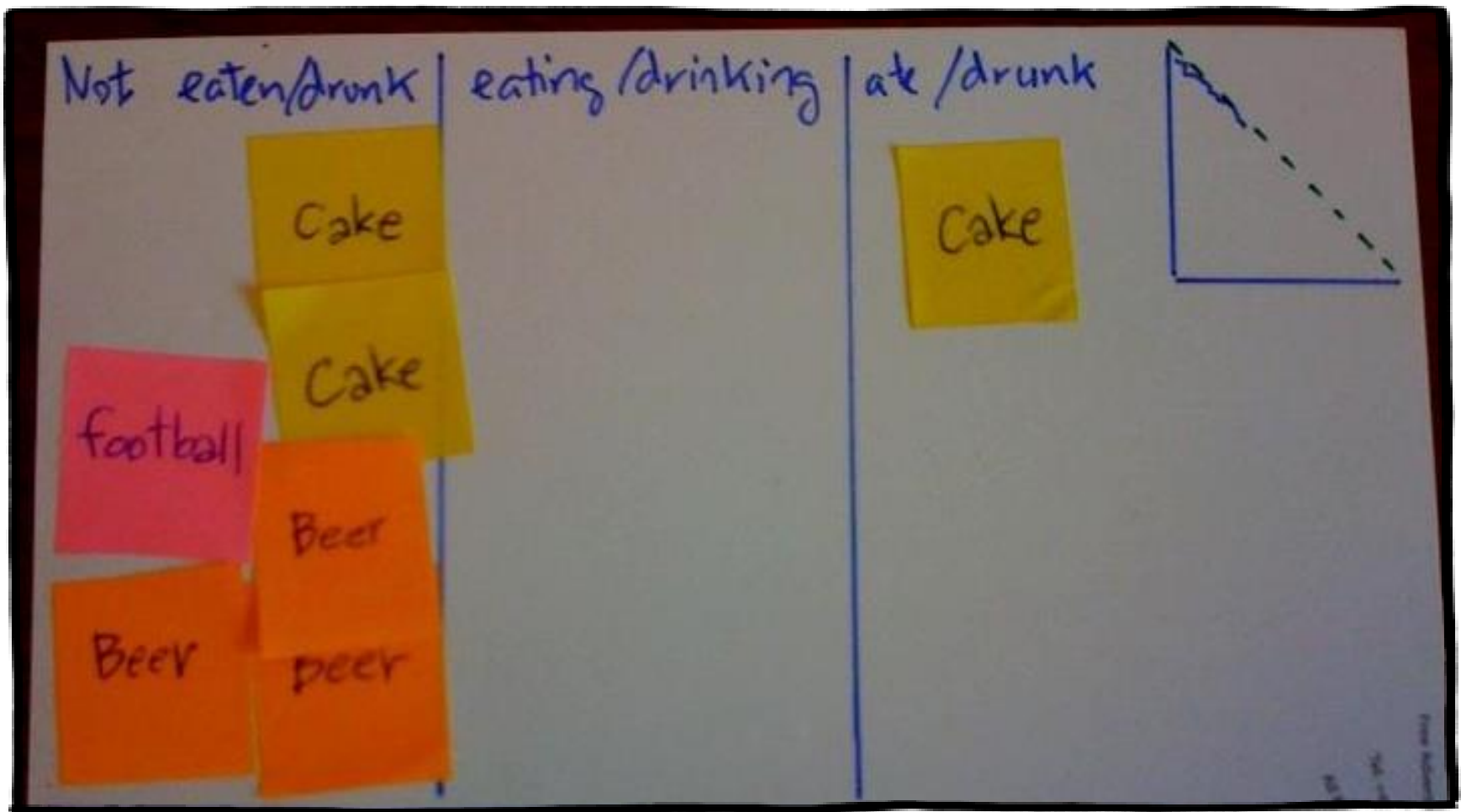


The vision... pan-European collaboration
Going well... new initiatives born in meetups
To be copied... getting together face-to-face



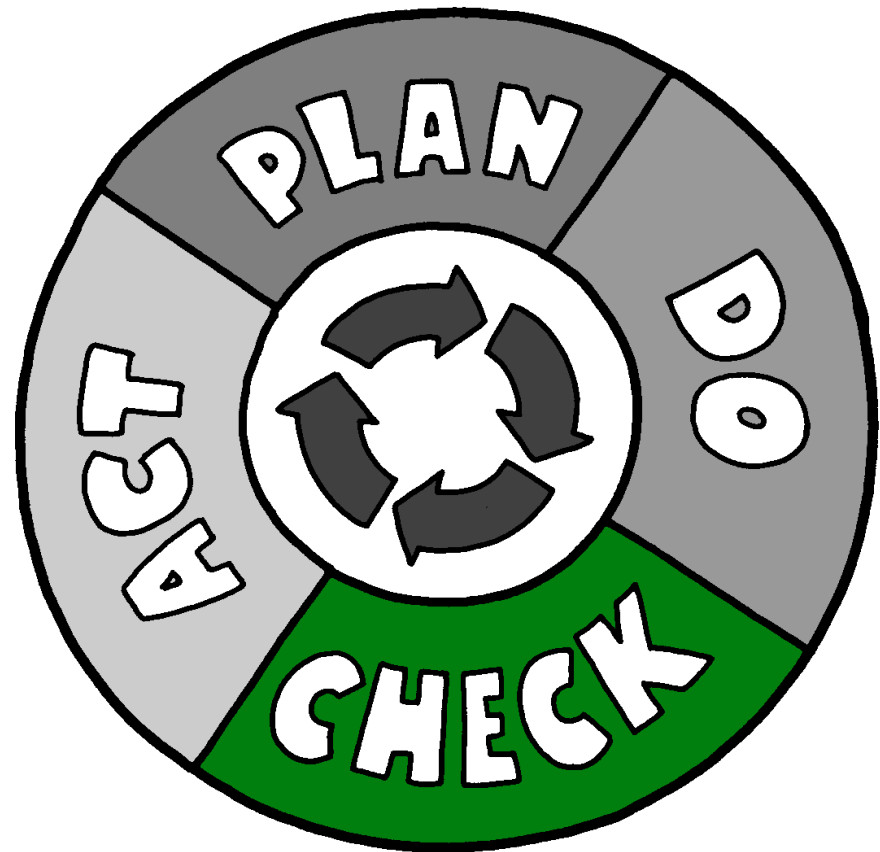
- What Are the Crucial Steps?
- When and Where Do You Start?





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

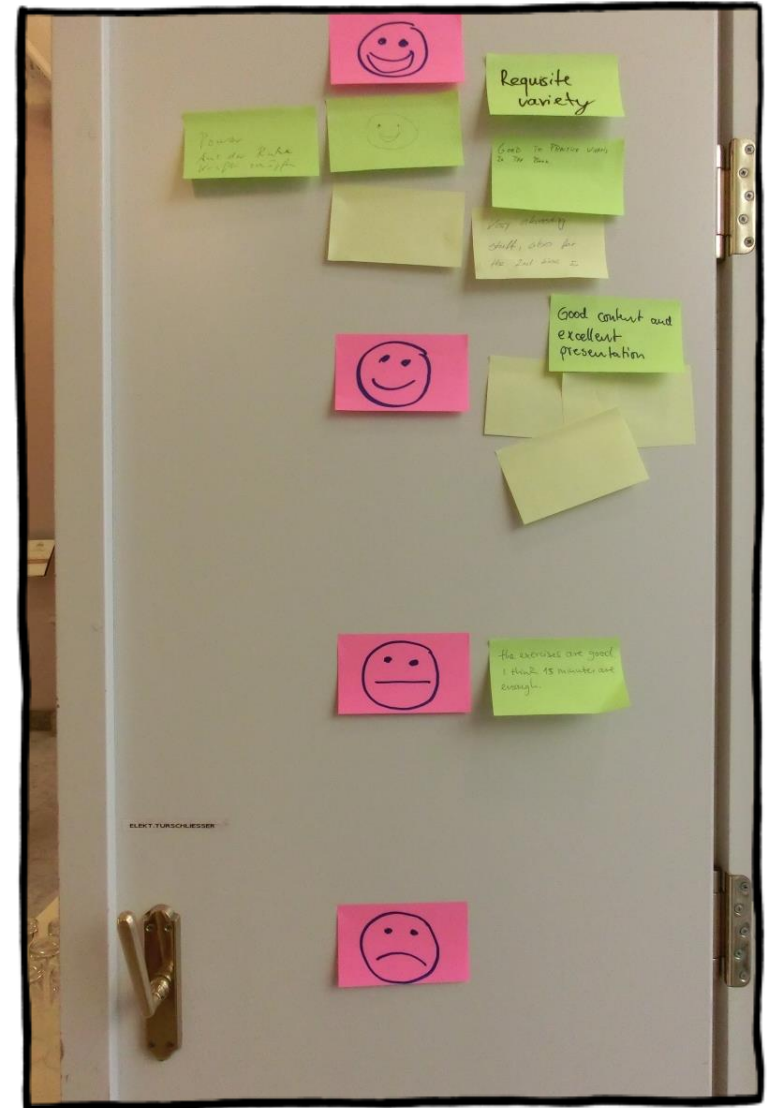
- How Do You Get Feedback?
- How Do You Measure Results?



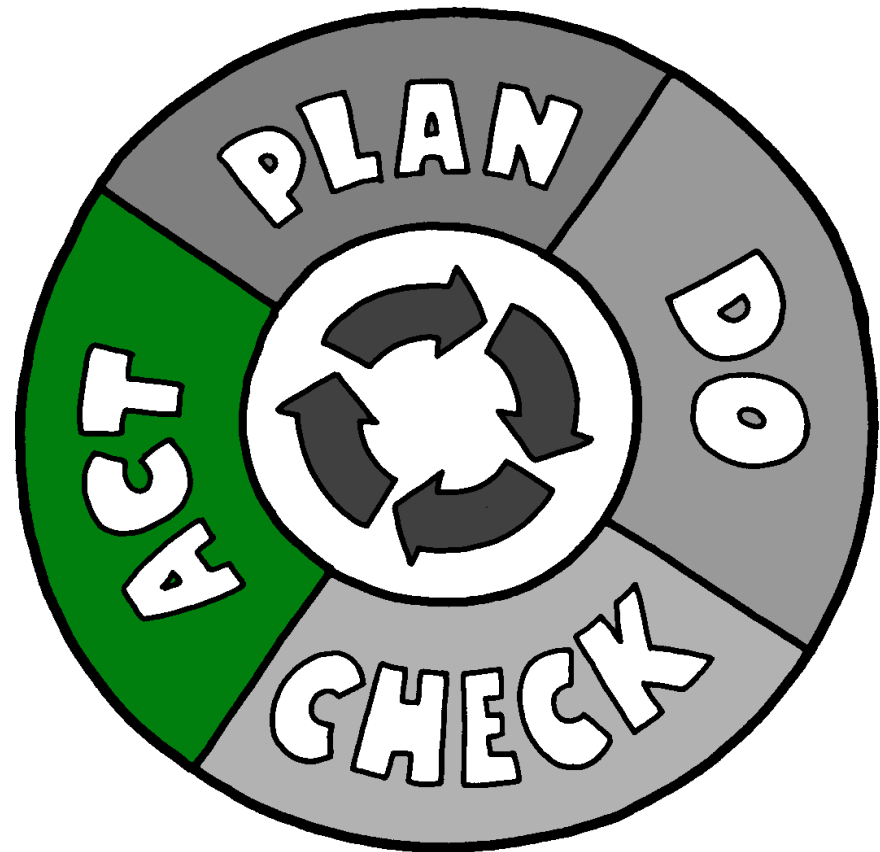
The Feedback Door

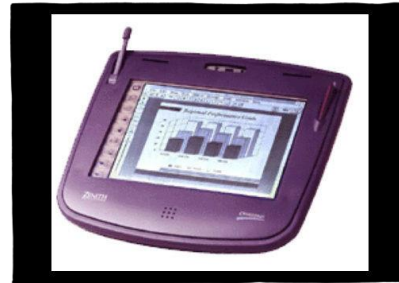
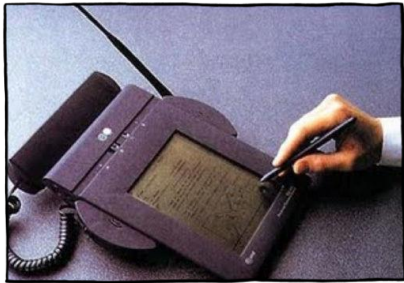
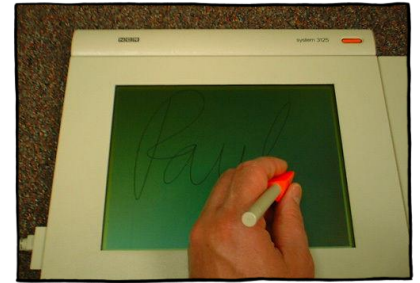
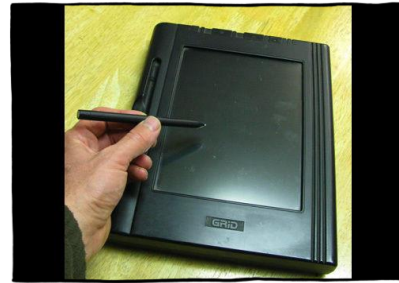
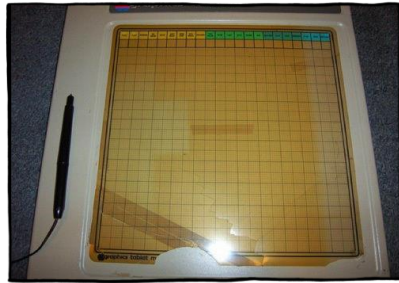
Feedback... sticky notes

Measure... happiness index



- How Do You Accelerate Results?



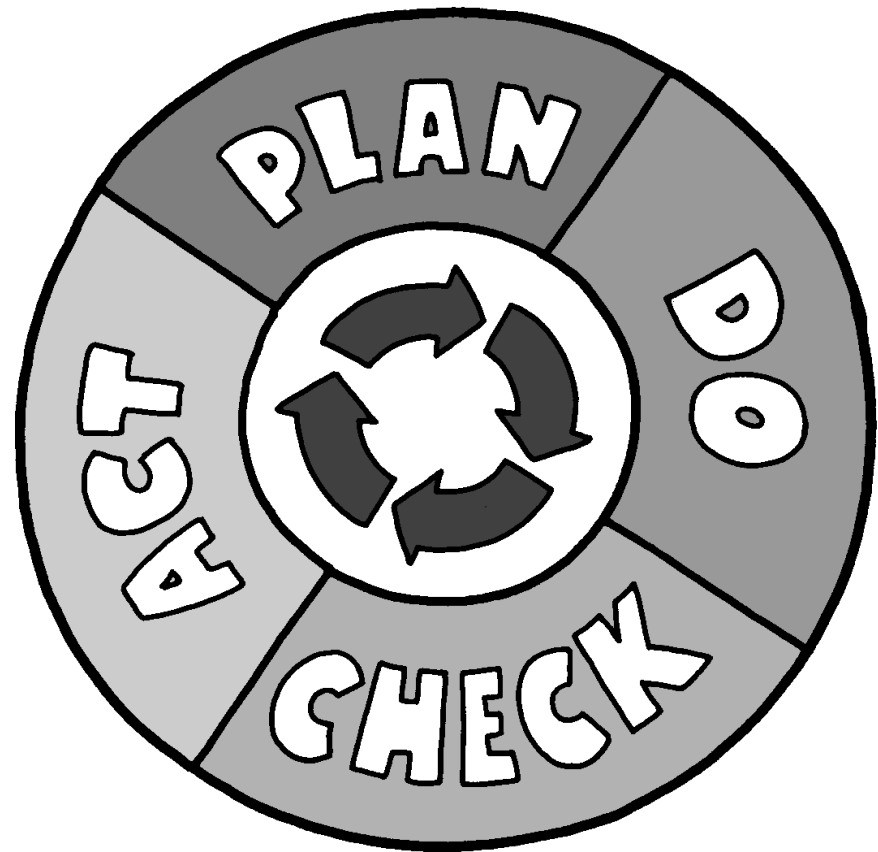



Try, again and again, until you have it right.
(And learn from other people's failures.)

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

The System

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





“ We can't control systems or figure them out. But we can dance with them.

- Donella H. Meadows, Thinking in Systems

”



Lasse Koskela

@lassekoskela FOLLOWS YOU

Technologist, consultant, and software development coach
Specializing in agile and lean methodologies. Lazyish tweep who once
danced tango with @jurgenappelo.
Helsinki · <http://lassekoskela.com>

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23 May

Tattoo of Leviticus 18:22 forbidding homosexuality: £200. Not knowing that Leviticus 19:28 forbids tattoos: Priceless.

pic.twitter.com/I9Yd0AP8

Retweeted by Lasse Koskela

View photo



Ben Simo @QualityFrog

20h

Declining Employee Loyalty: "It seems strange to me to be loyal to a firm that I know has no loyalty to me."

qualitydigest.com/inside/quality...

Retweeted by Lasse Koskela

Expand



Lasse Koskela @lassekoskela

22 May

@tanelitikka Have you watched Dan Pink on motivation?
ted.com/talks/dan_pink...

View conversation



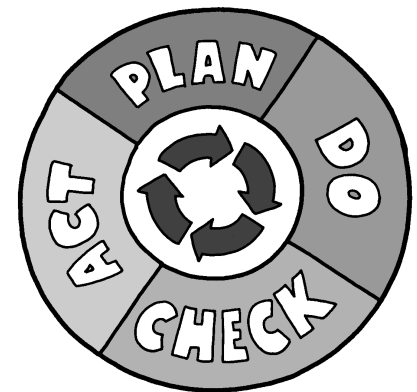
Wouter Lagerweij @wouterla

14 May

Wonderful how every time you think "This is hard to test," your design improves... and it isn't

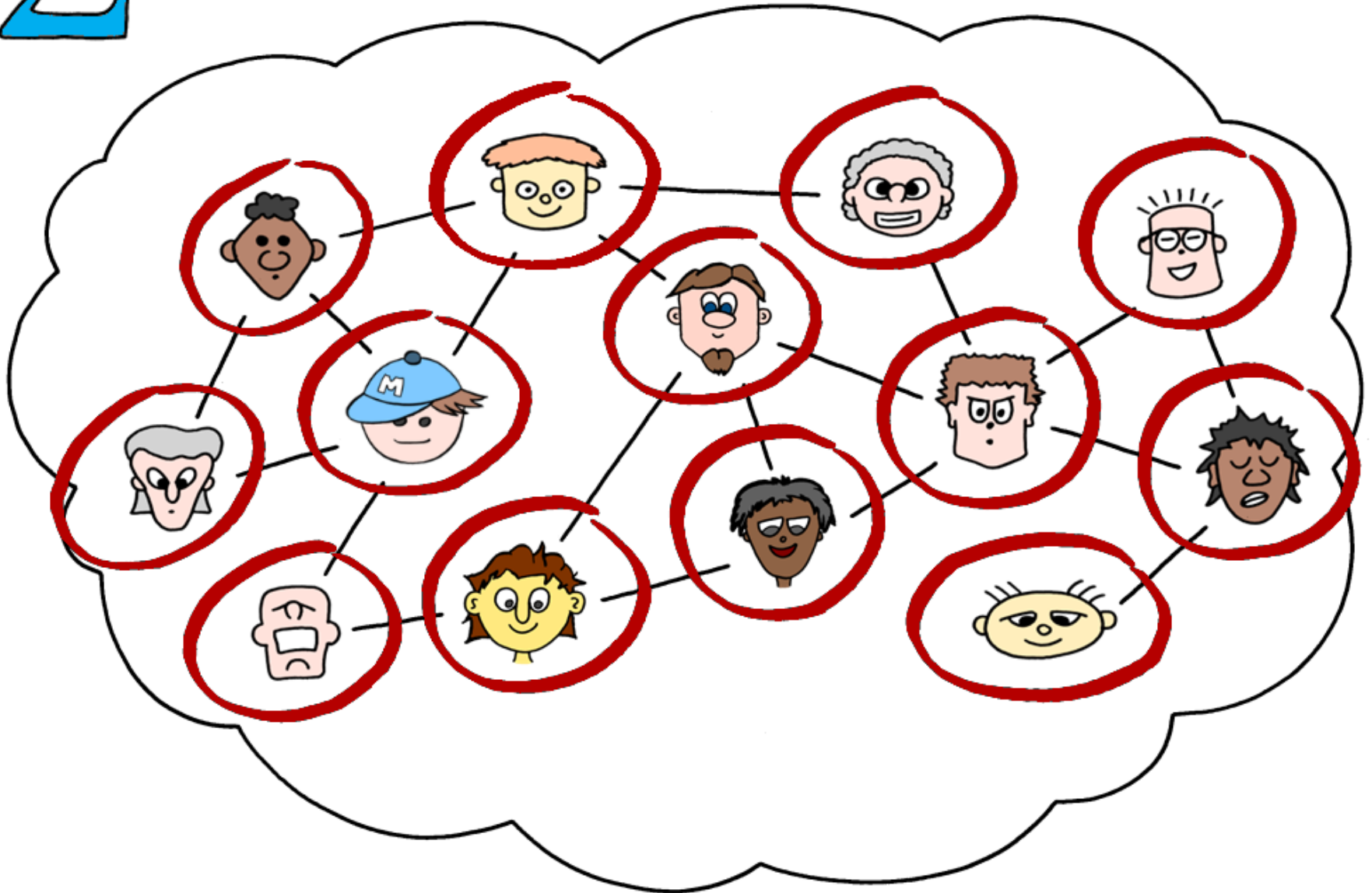
You want the organization to be more Agile?

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



2

Mind the People

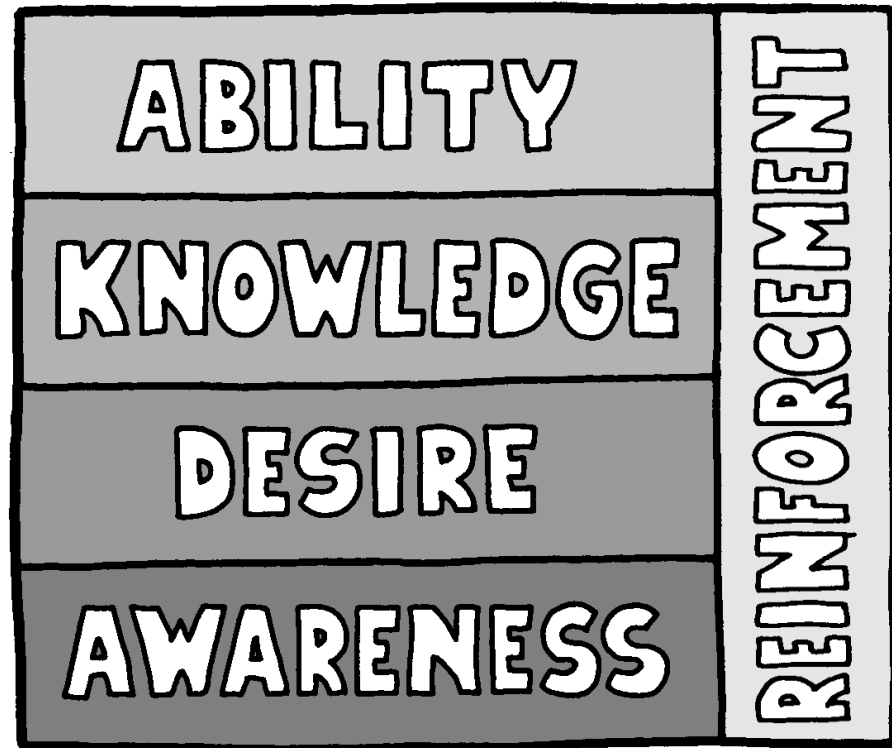


The Individuals

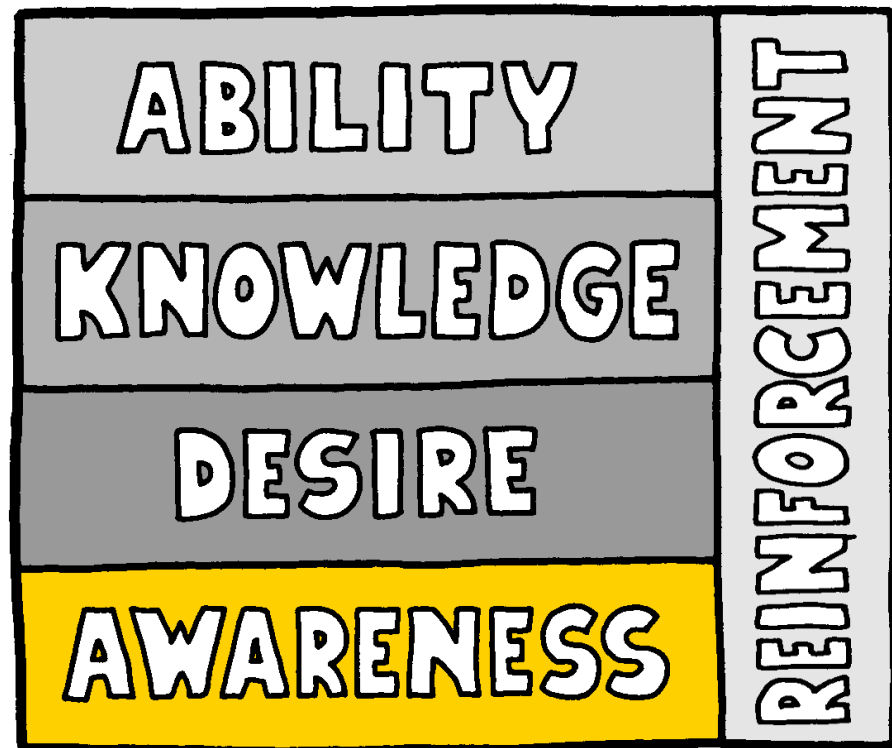
ADKAR model

Hiatt

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



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

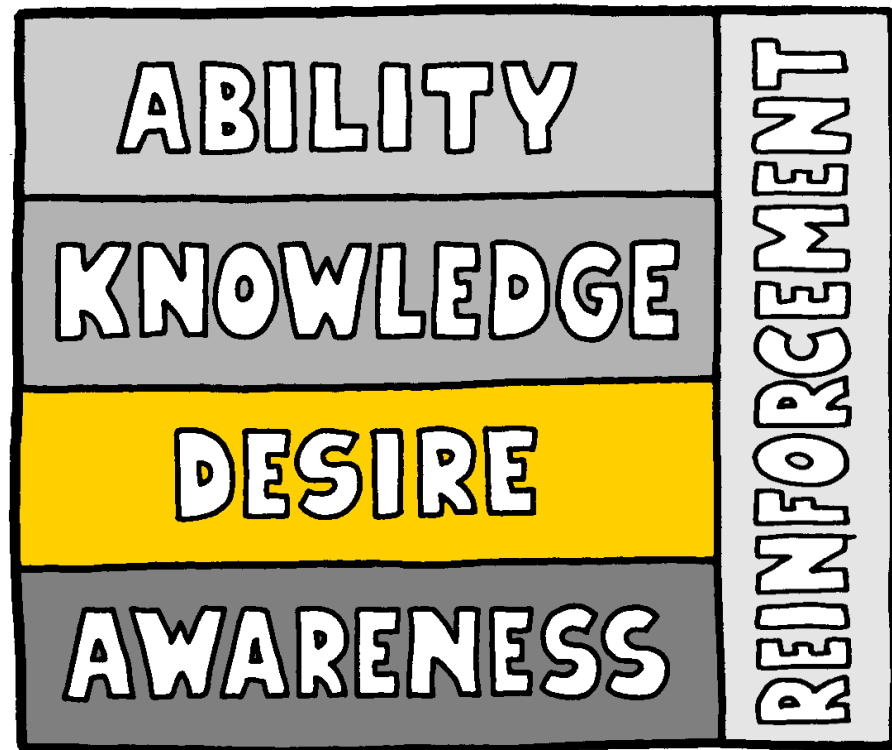


Choose ways to communicate...



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

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



10 Intrinsic Desires

Curiosity

Honor

Acceptance

Mastery / Competence

Power

Freedom / Independence / Autonomy

Relatedness / Social Contact

Order

Goal / Idealism / Purpose

Status

The need to think

Being loyal to a group

The need for approval

The need to feel capable

The need for influence of will

Being an individual

The need for friends

Or stable environments

The need for purpose

The need for social standing



Curiosity

Honor

Acceptance

Mastery

Power

Freedom

Relatedness

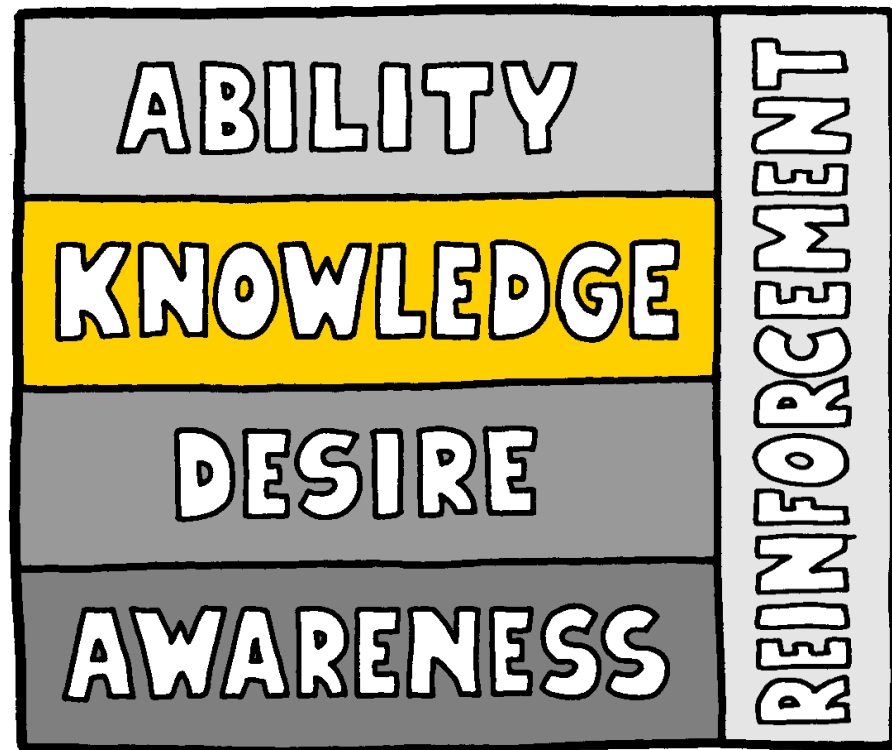
Order

Goal

Status

Find innovative ways to target human needs

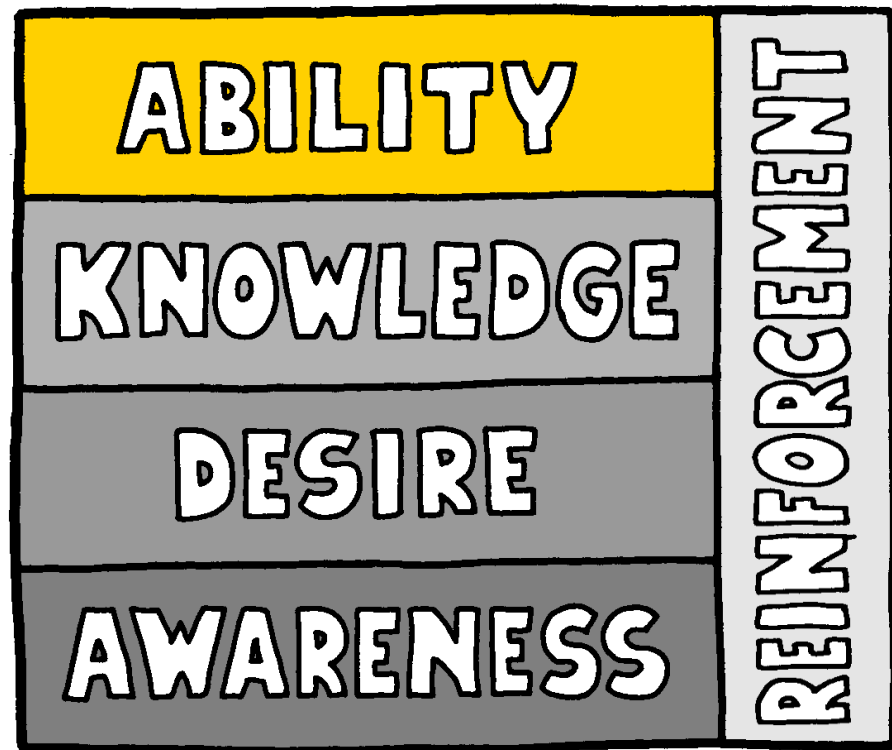
- Who Will Be Teaching?
- How Will You Teach Them?





Use experts to help
people understand
exactly what to do.

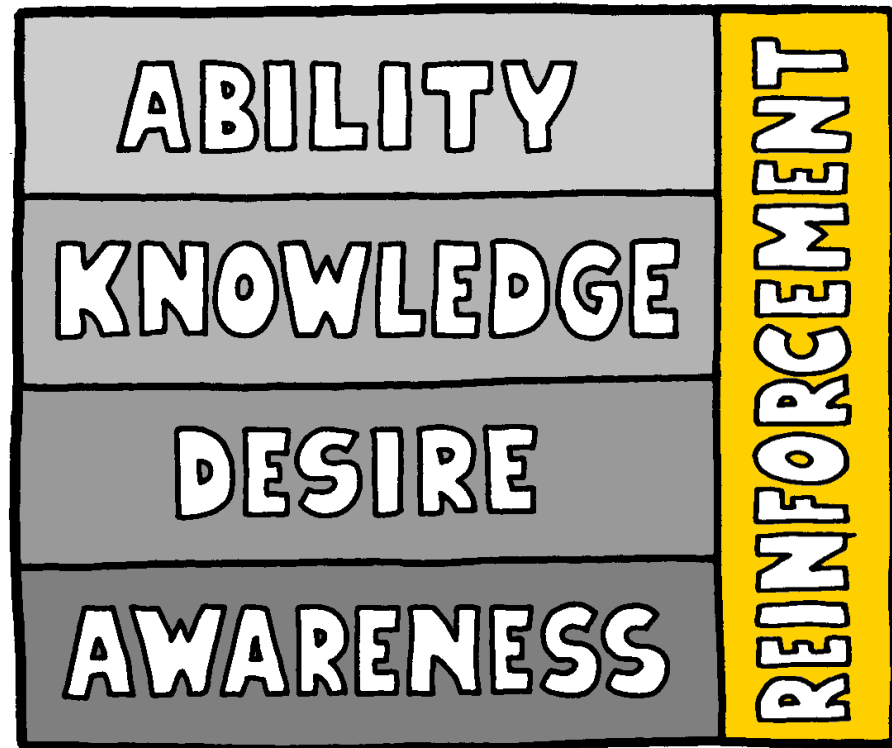
- What Makes It Easy?
- How Can They Practice?





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

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

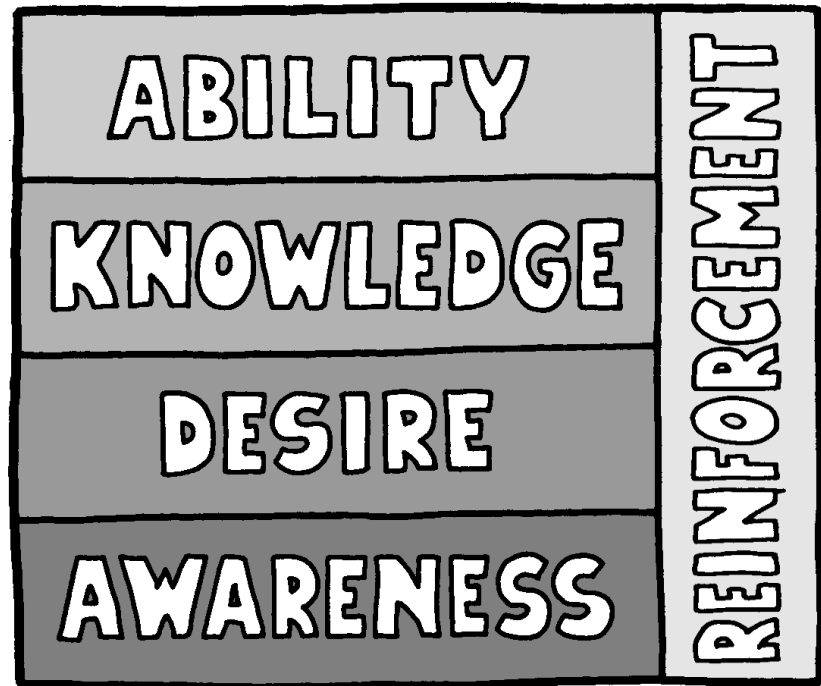


Build habits with
small successes to
make behaviors
sustainable.



The Individuals

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



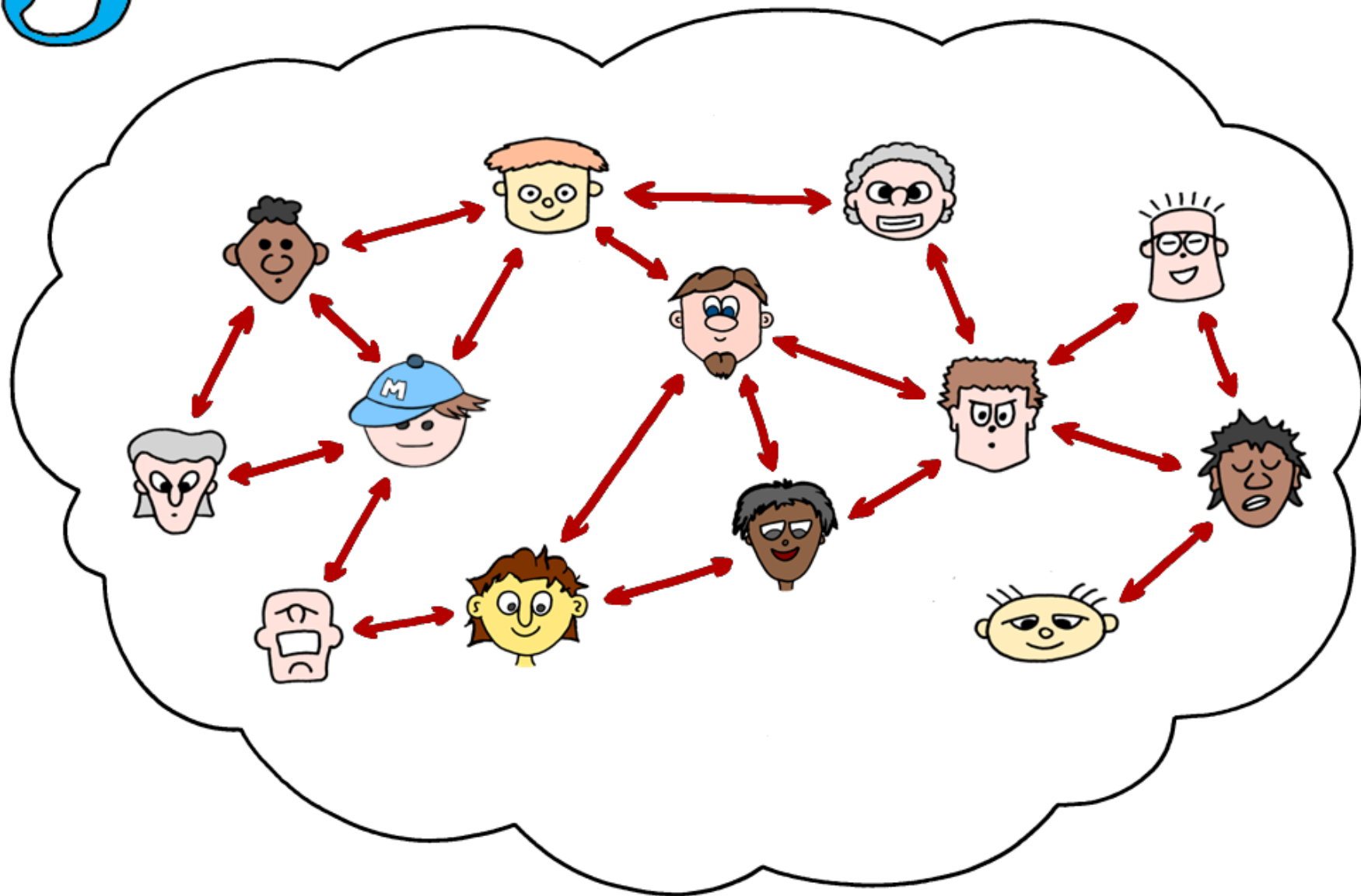
You want developers to educate themselves?

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

ABILITY	REINFORCEMENT
KNOWLEDGE	
DESIRE	
AWARENESS	

3

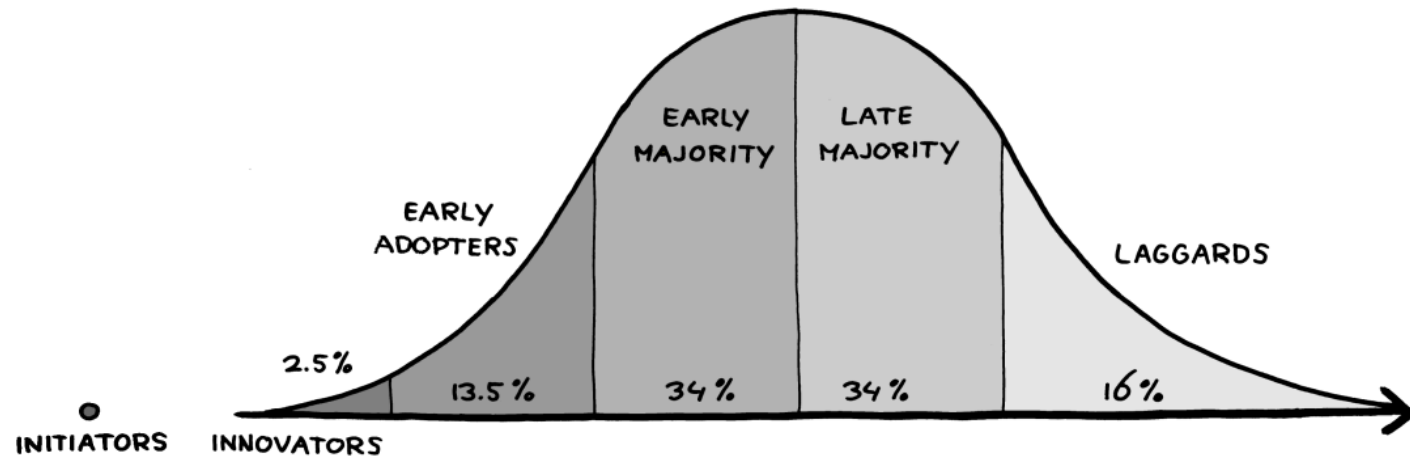
Stimulate the Network



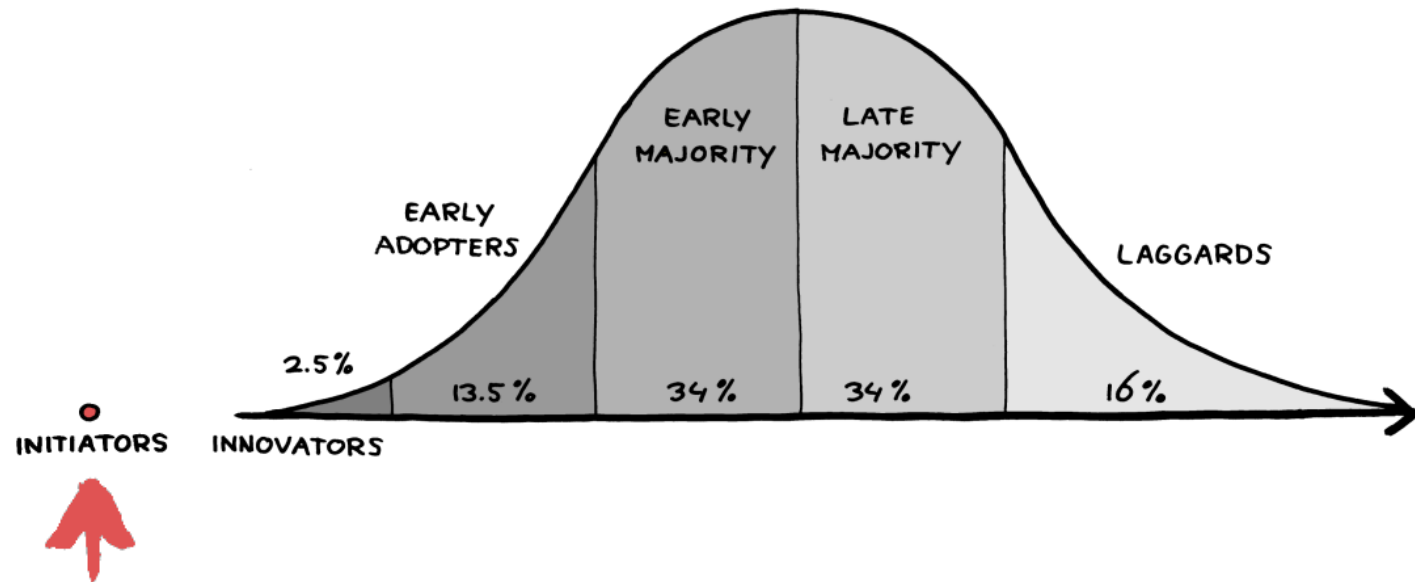
The Interactions

Adoption Curve model Rogers

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



- Are You Committed?
- Who Is Assisting You?

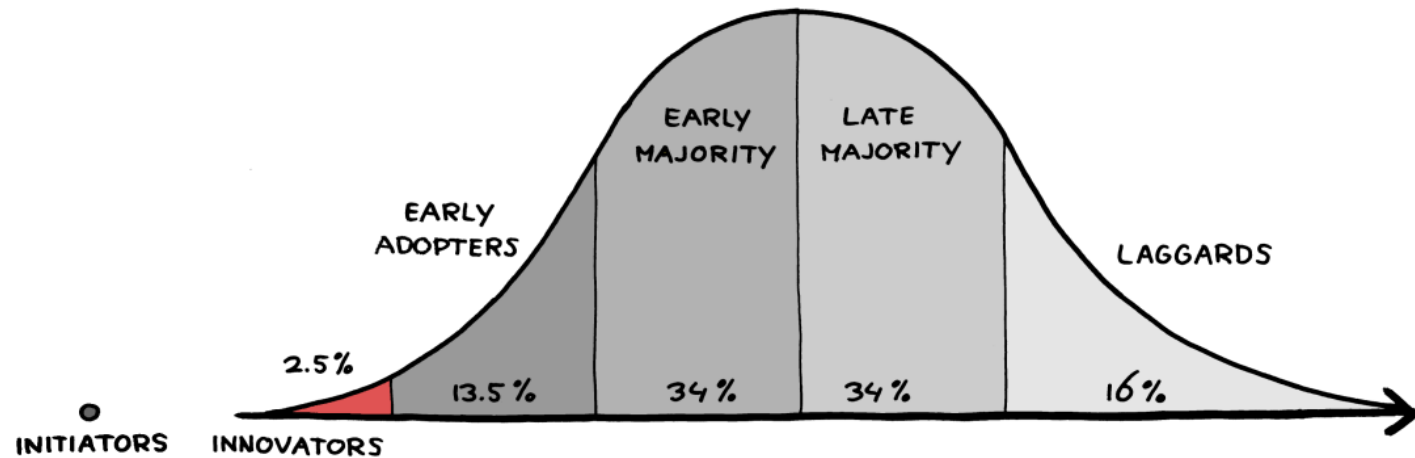


Make sure you are not on your own.
Ask other people for help.



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

- Who Will Be the Innovators?

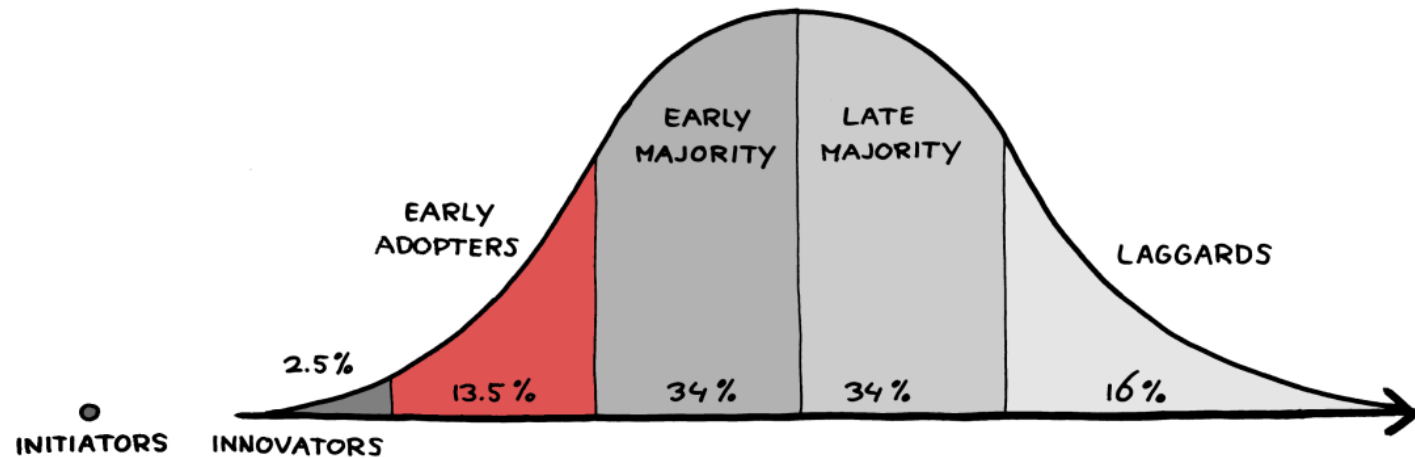




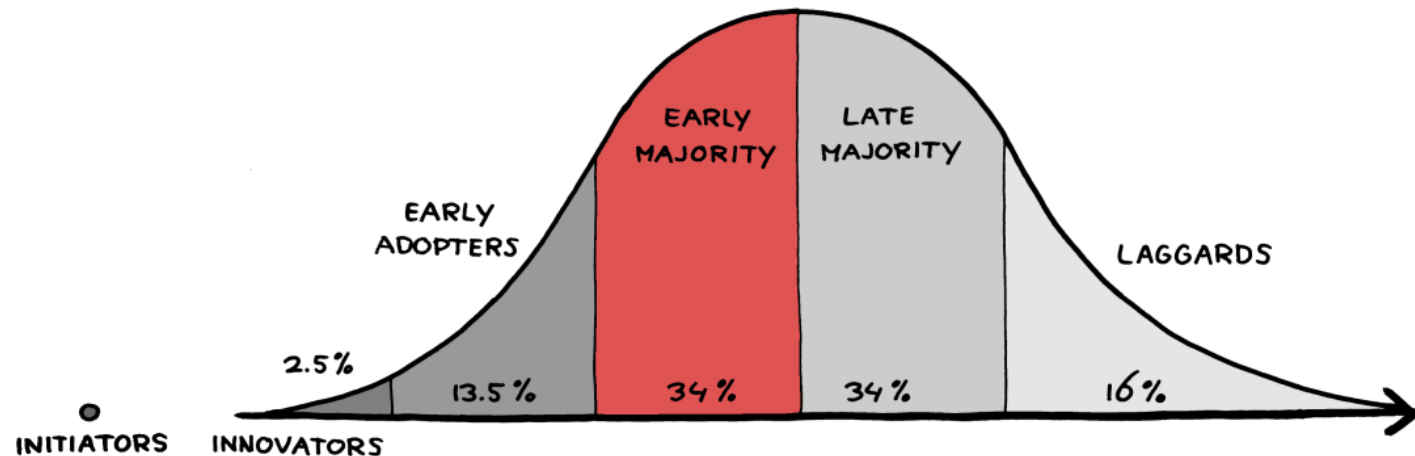
Find the innovators who want to
be the first to try new things.

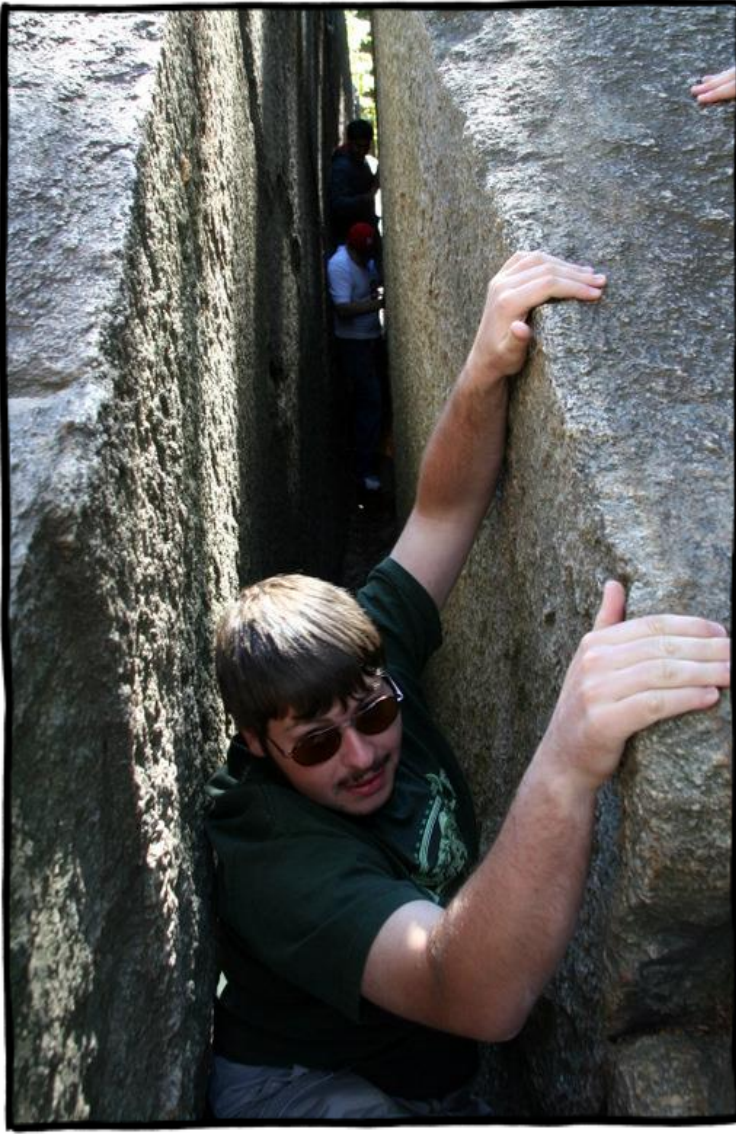
<http://www.iphone-ipod.org/>

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



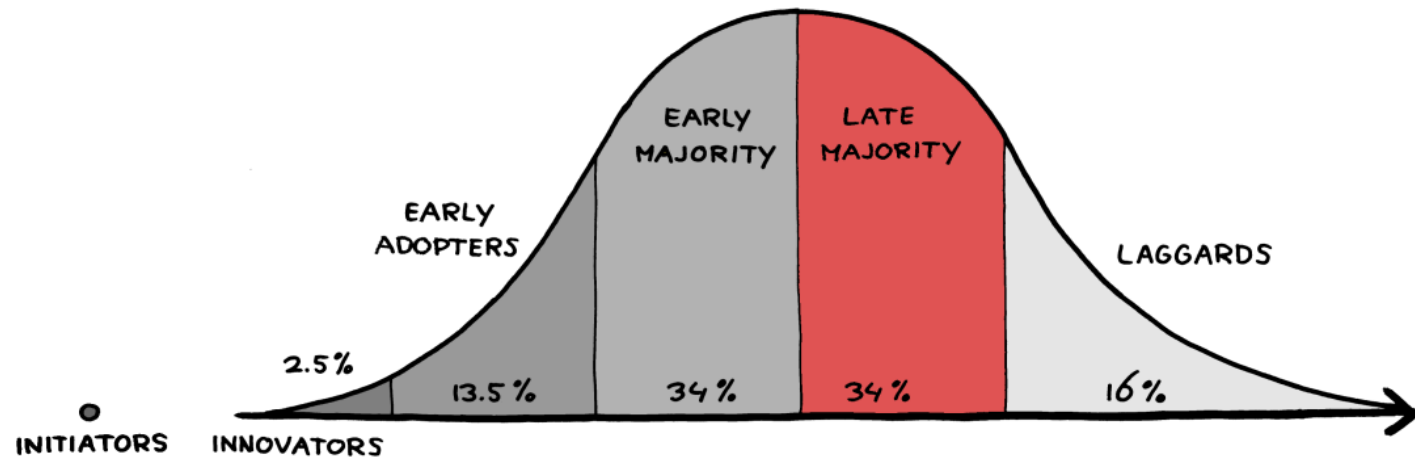
- How Do You Reach the Early Majority?
- How Can You Make It Viral?





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

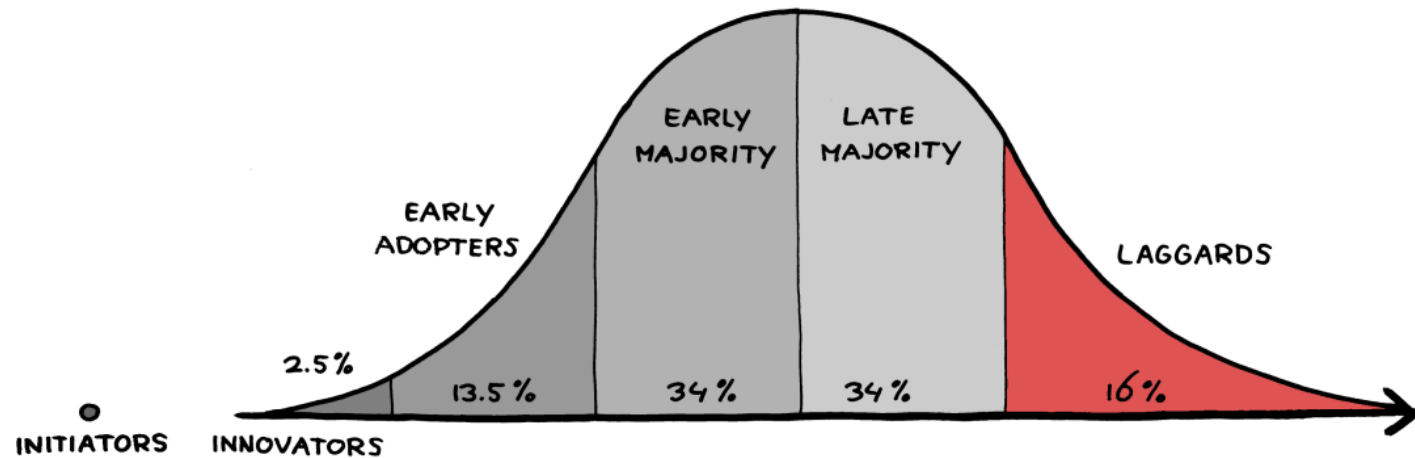
- How Will You Deal with Skeptics?





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

- How Will You Prevent a Relapse?

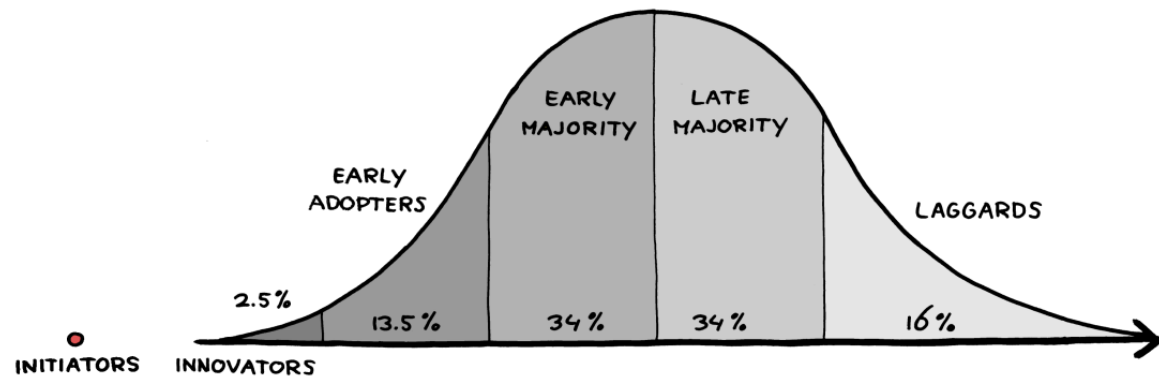




Don't stop too soon! Keep monitoring things and don't give the laggards a chance to undo all your work.

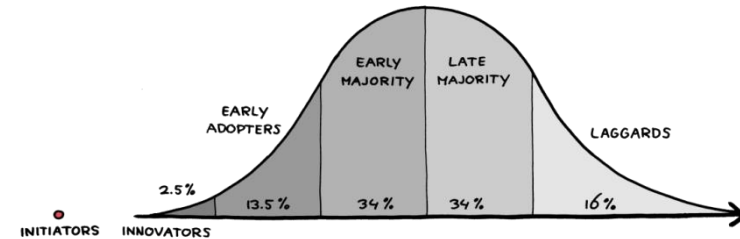
The Interactions

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



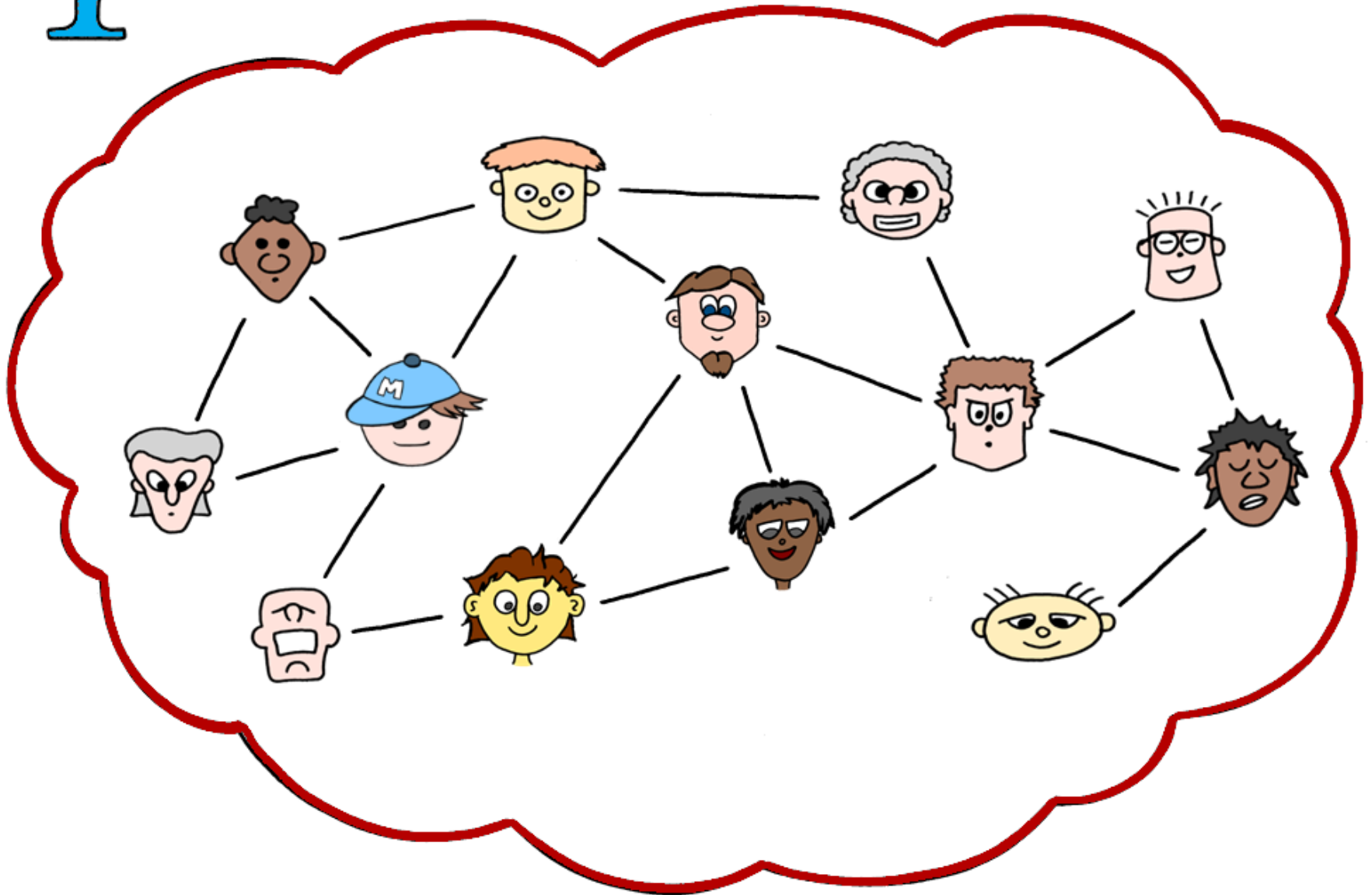
You want people to use your services?

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



4

Change the environment








The Environment

Five I's

- INFORMATION
- IDENTITY
- INCENTIVES
- INFRASTRUCTURE
- INSTITUTIONS

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

 INFORMATION
 IDENTITY
 INCENTIVES
 INFRASTRUCTURE
 INSTITUTIONS

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



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

■ INFORMATION
■ IDENTITY
■ INCENTIVES
■ INFRASTRUCTURE
■ INSTITUTIONS



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

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



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

A common tactic: *them* versus *us*





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

- Can You Incentivize Good Behavior?

■ INFORMATION
■ IDENTITY
■ INCENTIVES
■ INFRASTRUCTURE
■ INSTITUTIONS



Incentivize good behavior with small rewards.

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

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

☐ INFORMATION
☐ IDENTITY
☐ INCENTIVES
☒ INFRASTRUCTURE
☐ INSTITUTIONS



Remove obstacles and add guidance
to make things easier.

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

- Who Can Make the Rules?

 INFORMATION

 IDENTITY

 INCENTIVES

 INFRASTRUCTURE

 INSTITUTIONS

Define and enforce rules of good conduct...



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

The Environment

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

- INFORMATION
- IDENTITY
- INCENTIVES
- INFRASTRUCTURE
- INSTITUTIONS

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

- John P. Kotter, Leading Change

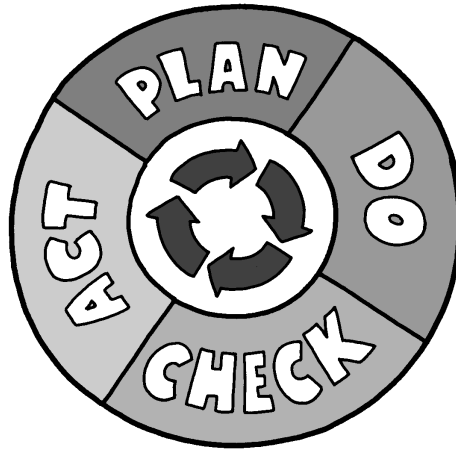
You want your friends to go to a conference?

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

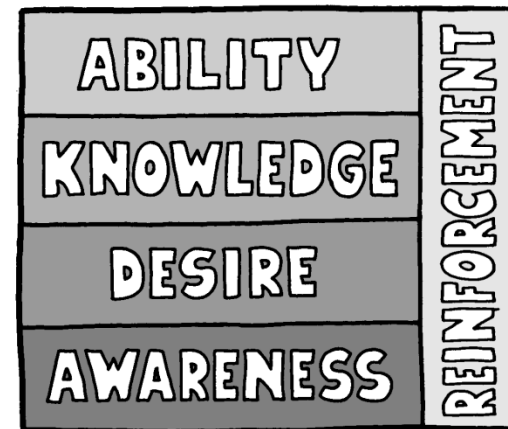
☒ INFORMATION
☒ IDENTITY
☒ INCENTIVES
☒ INFRASTRUCTURE
☐ INSTITUTIONS

Change Management 3.0

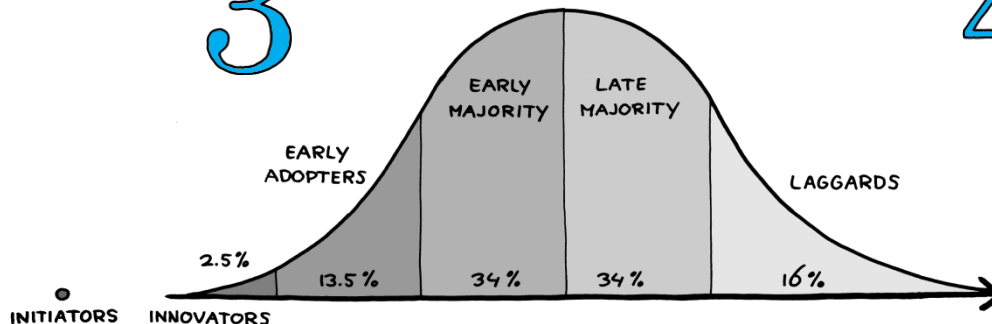
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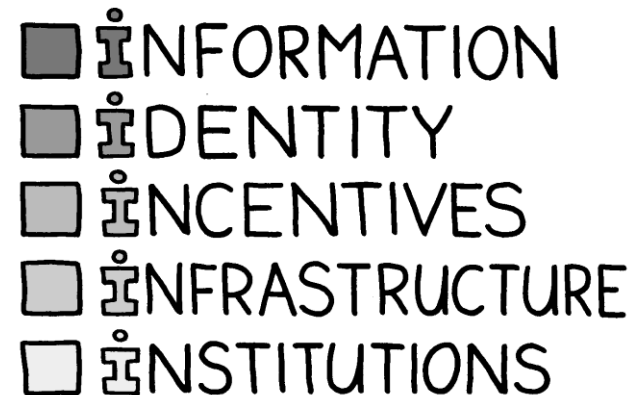
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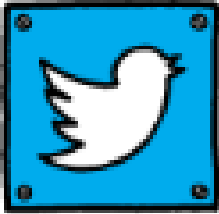


4





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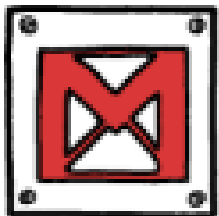
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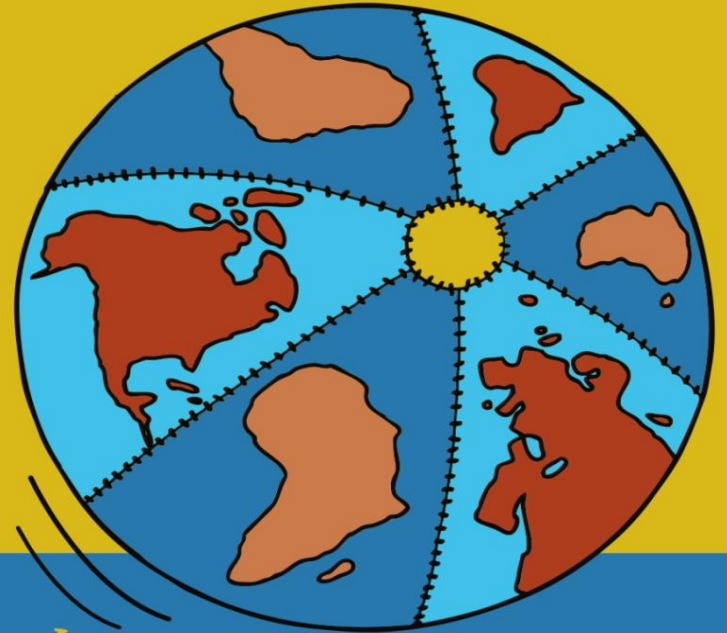
MANAGEMENT 3.0

LEADING AGILE DEVELOPERS,
DEVELOPING AGILE LEADERS

JURGEN APPELO



Forewords by Robert C. Martin and Ed Yourdon



Jurgen Appelo

HOW TO CHANGE THE WORLD

CHANGE MANAGEMENT 3.0

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