

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.”

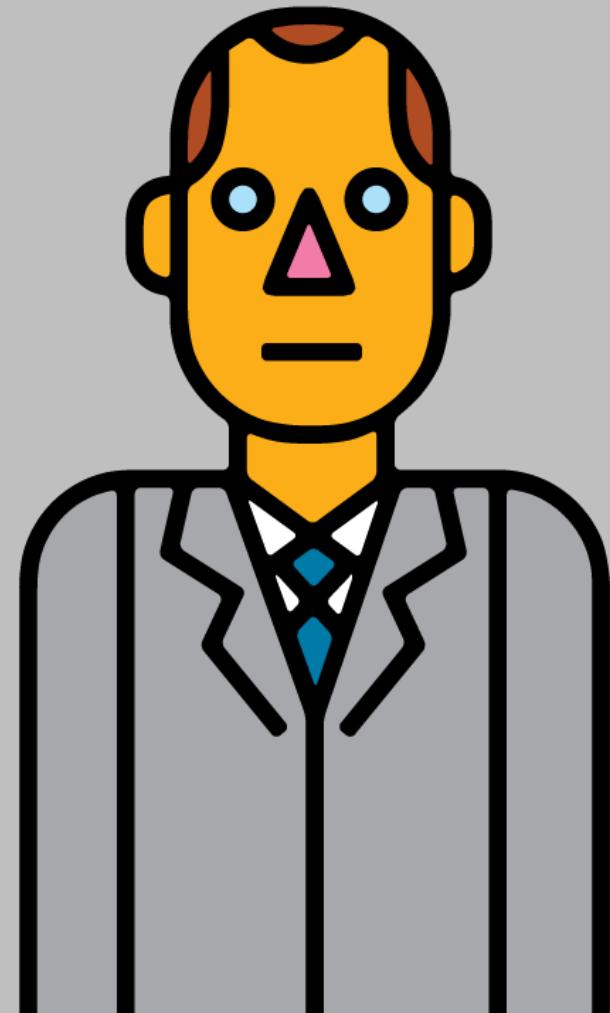
Seth Godin, *The Icarus Deception*



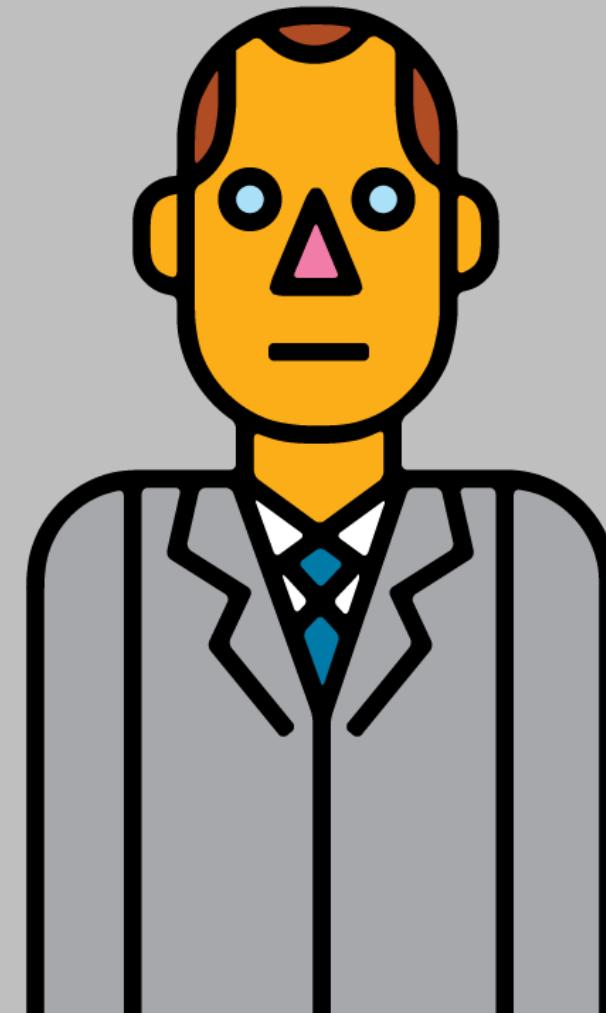
managers



Bill



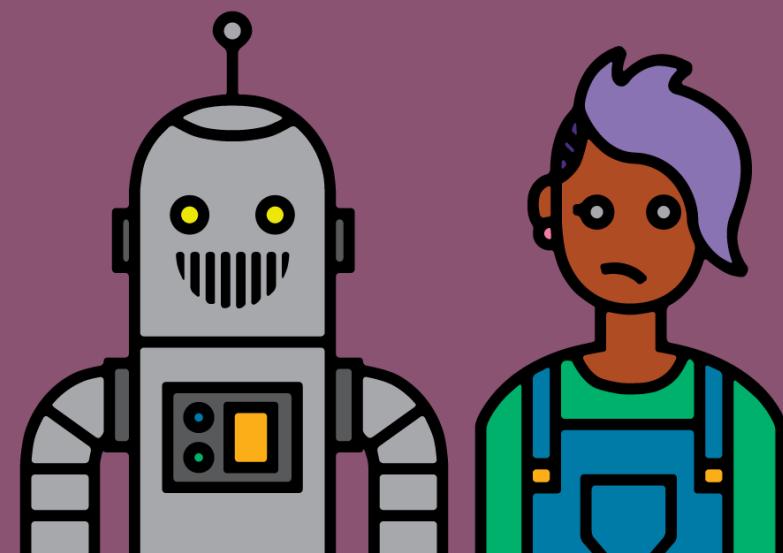
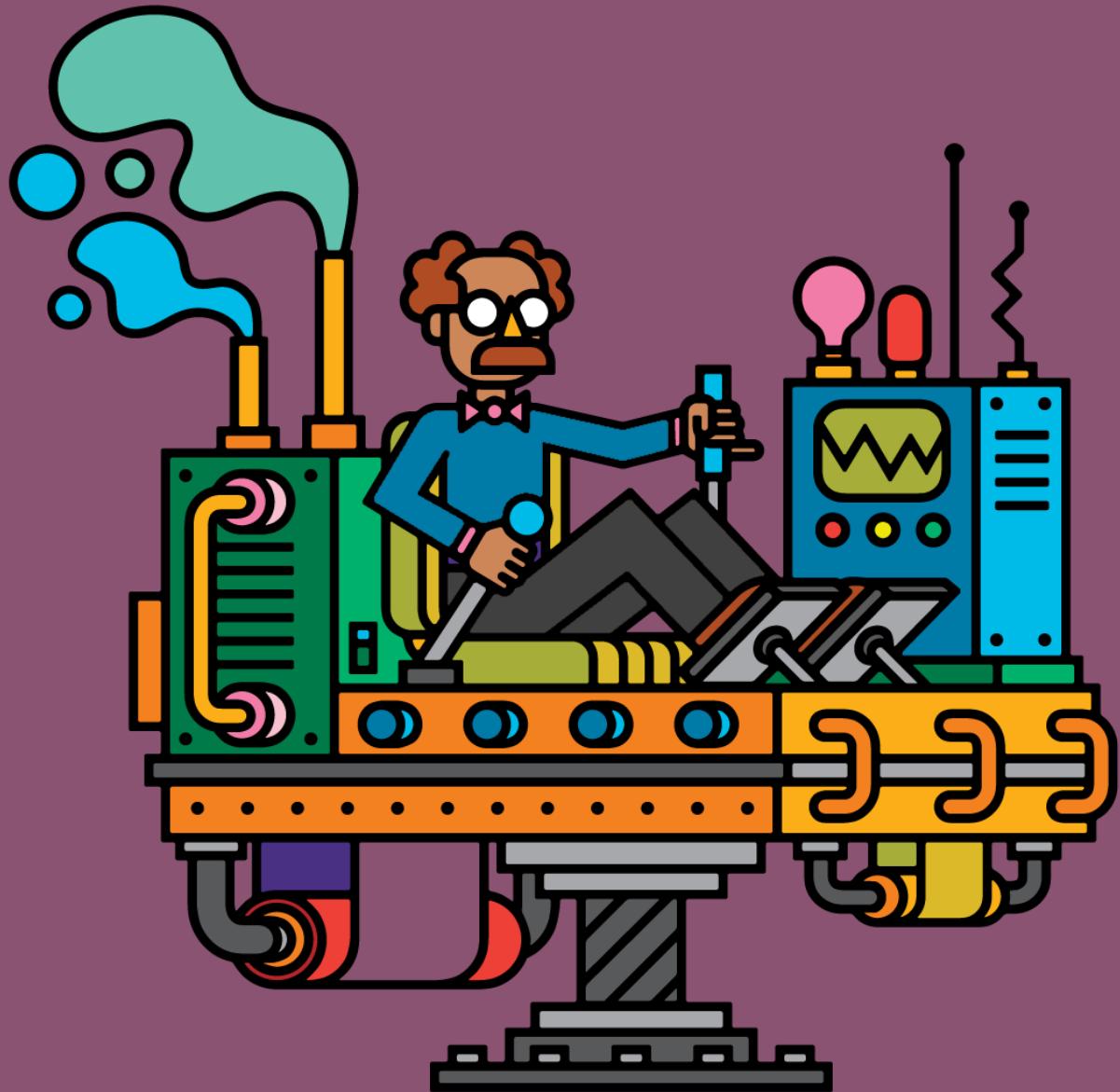
I was a manager like Bill



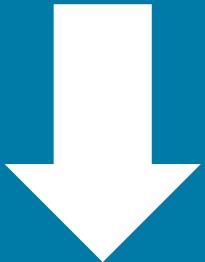
Most managers have
no clue how to work
with people



Managers drive
the business like
a machine



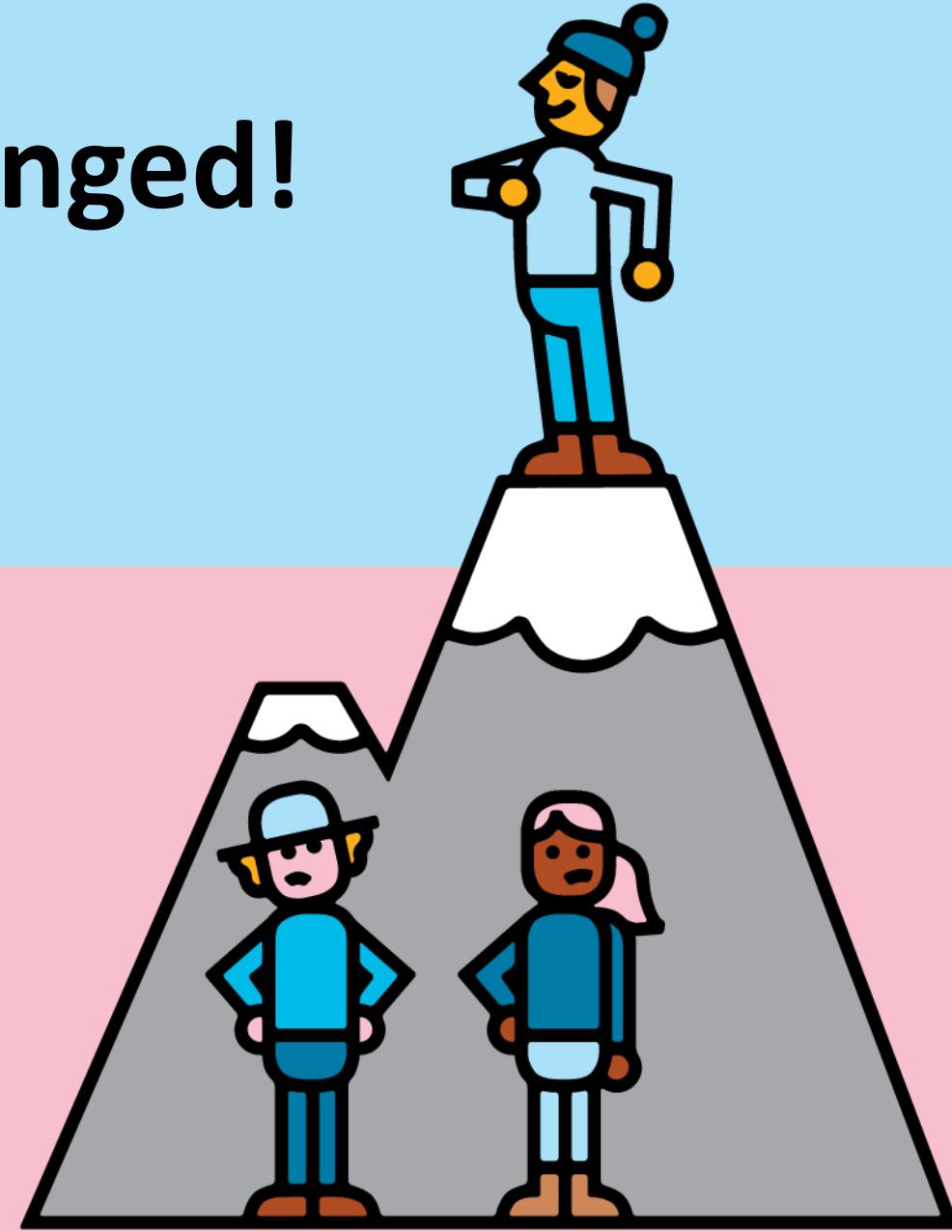
Bad management



Bad performance



Everything has changed!



Manage the system for happiness



**and offer products
with meaning**

The world needs companies with purpose



What we want



Nanobots

What we want



**Nanobots
Solar power**

What we want



**Nanobots
Solar power
Gene therapy**



What we want

**Nanobots
Solar power
Gene therapy
Quantum computers**



What we want

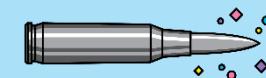
Nanobots
Solar power
Gene therapy
Quantum computers
Medical virtual reality

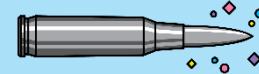
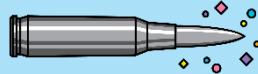
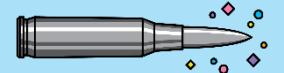
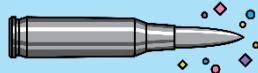
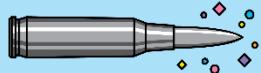
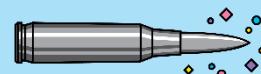


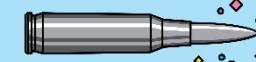
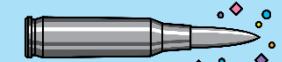
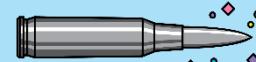
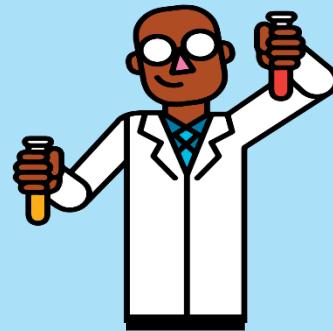
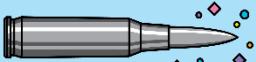
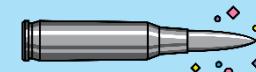
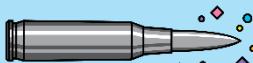
What we want



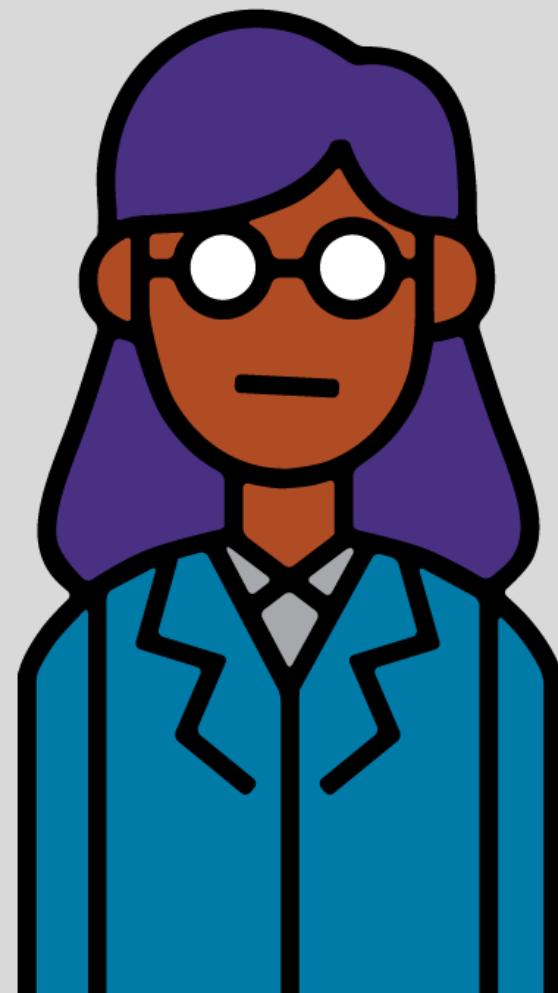
The purpose of
management is making
organizations valuable to
people and planet.

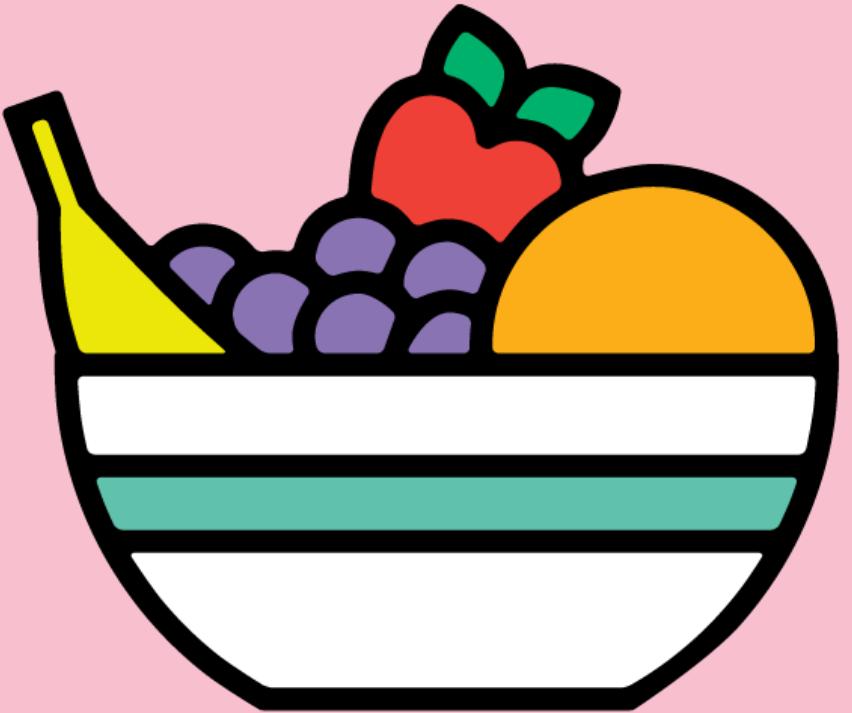






Taffy





**Change is
easier
when
people
share
food**

Photo credits, with permission: Jurgen Appelo



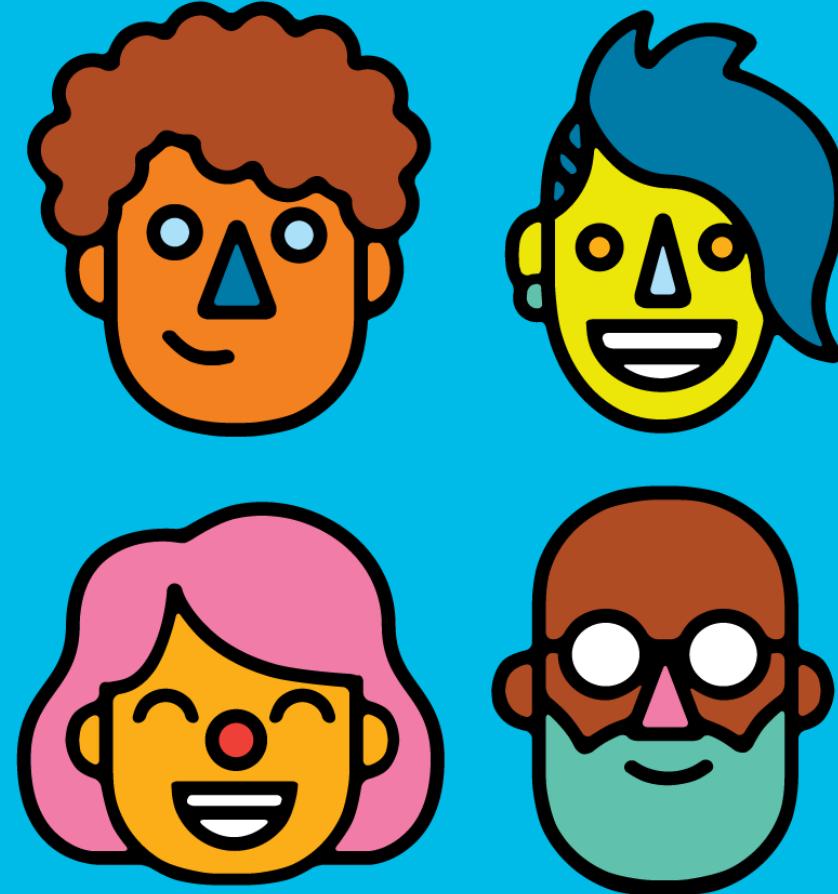


Manage the system

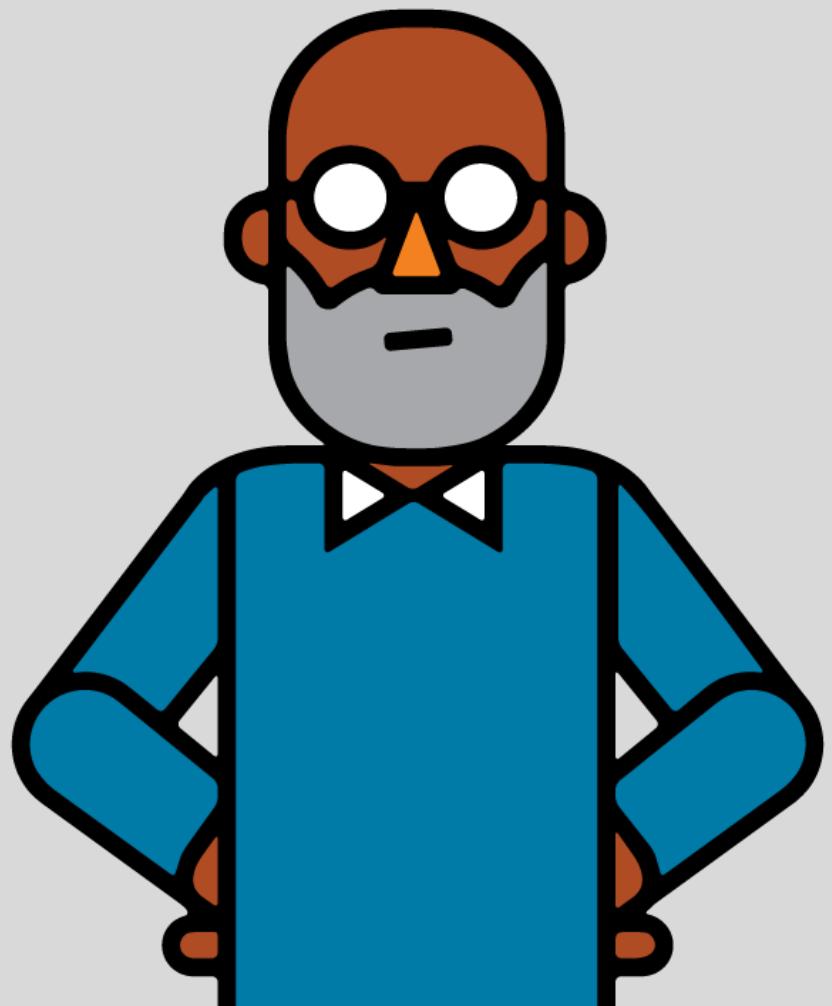




Nurture happiness



Jim

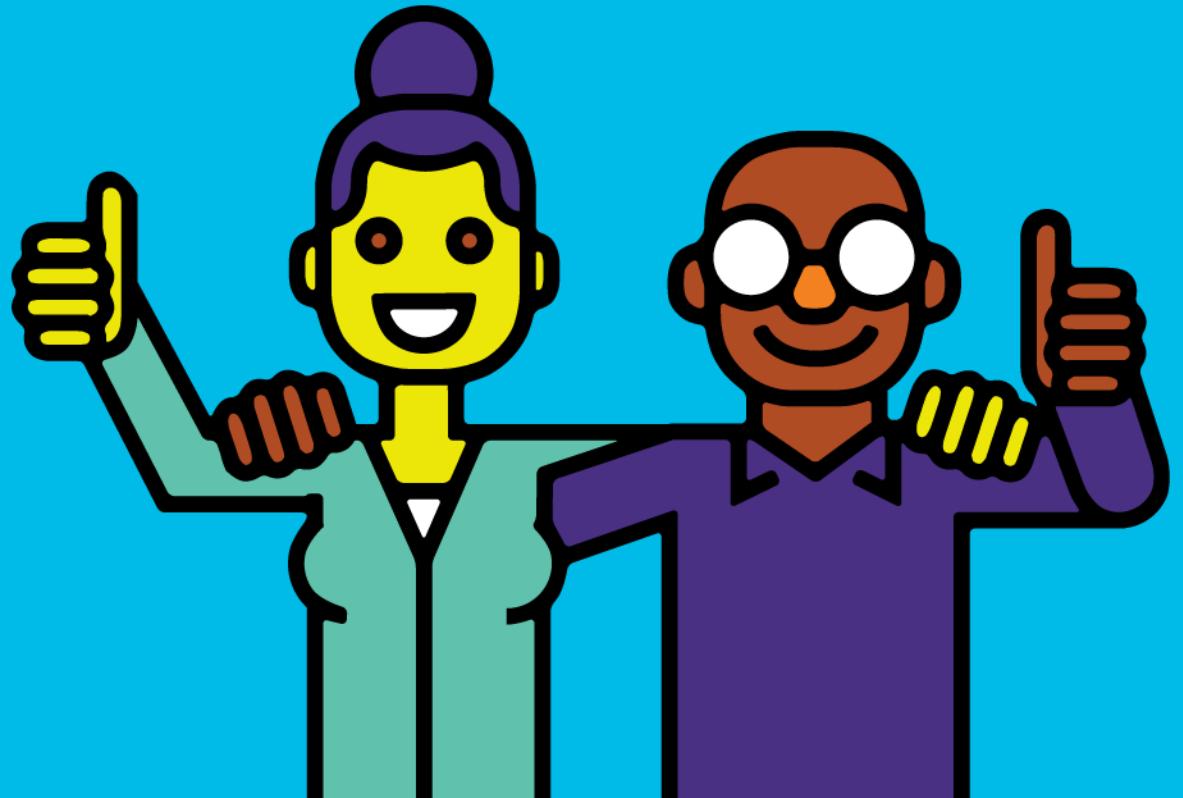


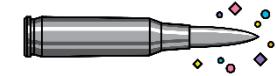


Teams
should
have
reasons
to
celebrate



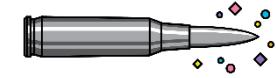
Celebrate
success
and
celebrate
learning



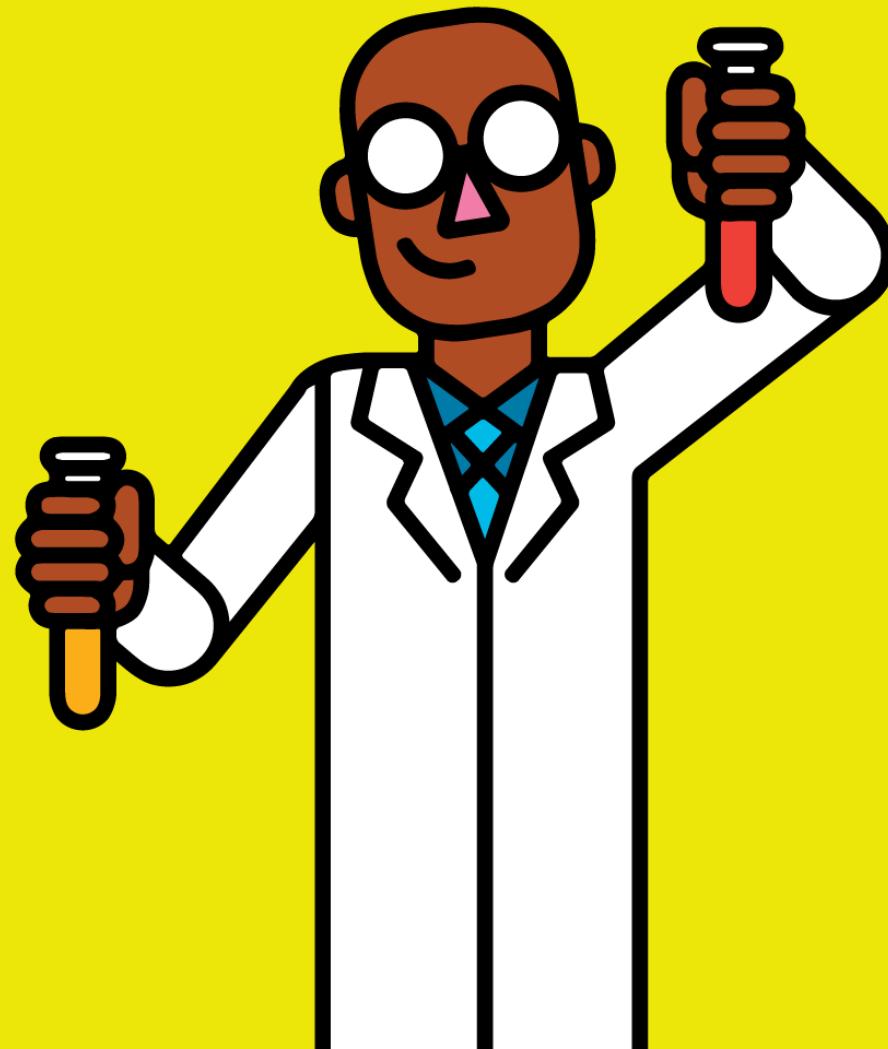


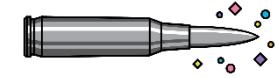
Embrace playfulness



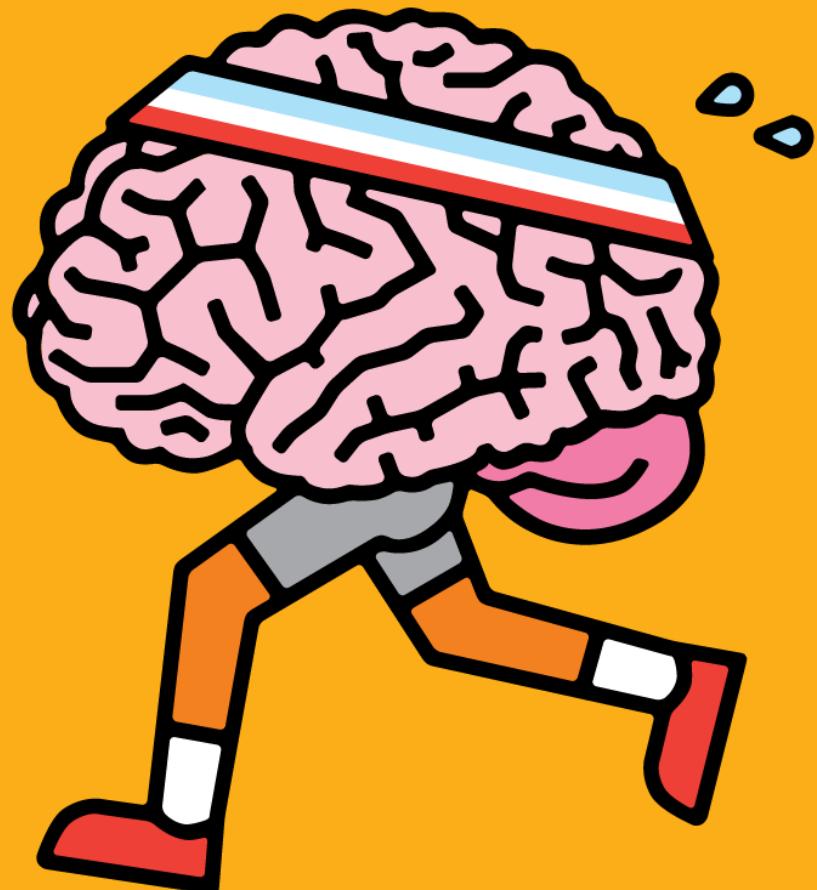


Run experiments

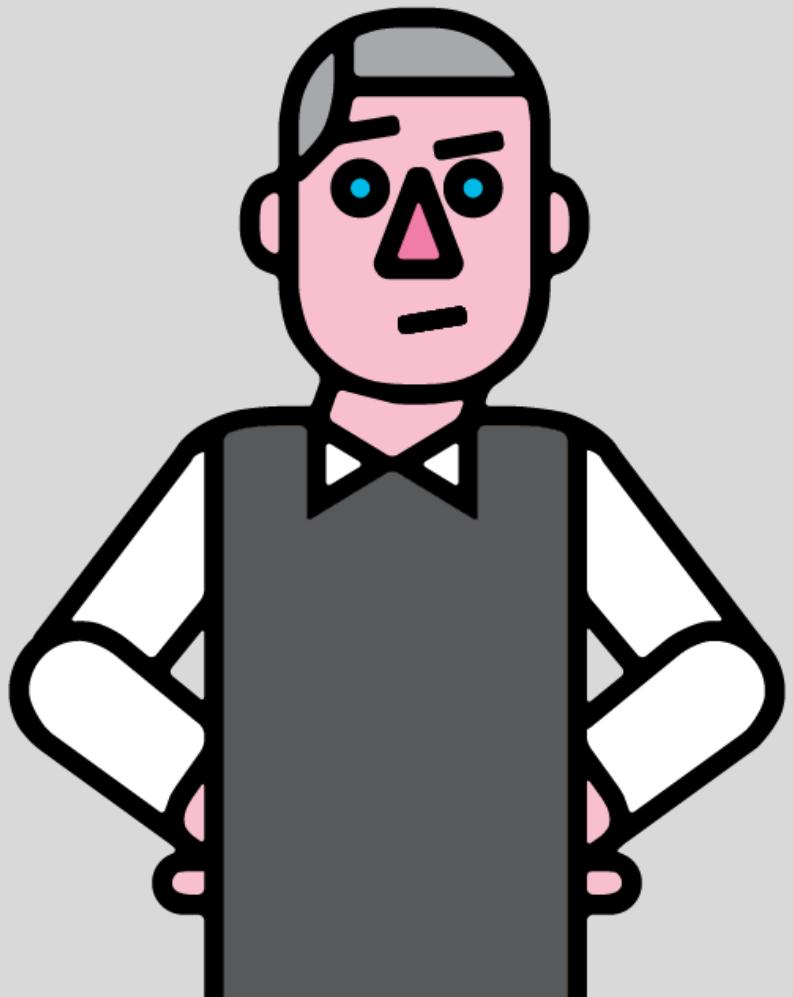




Accelerate learning



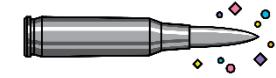
Mick



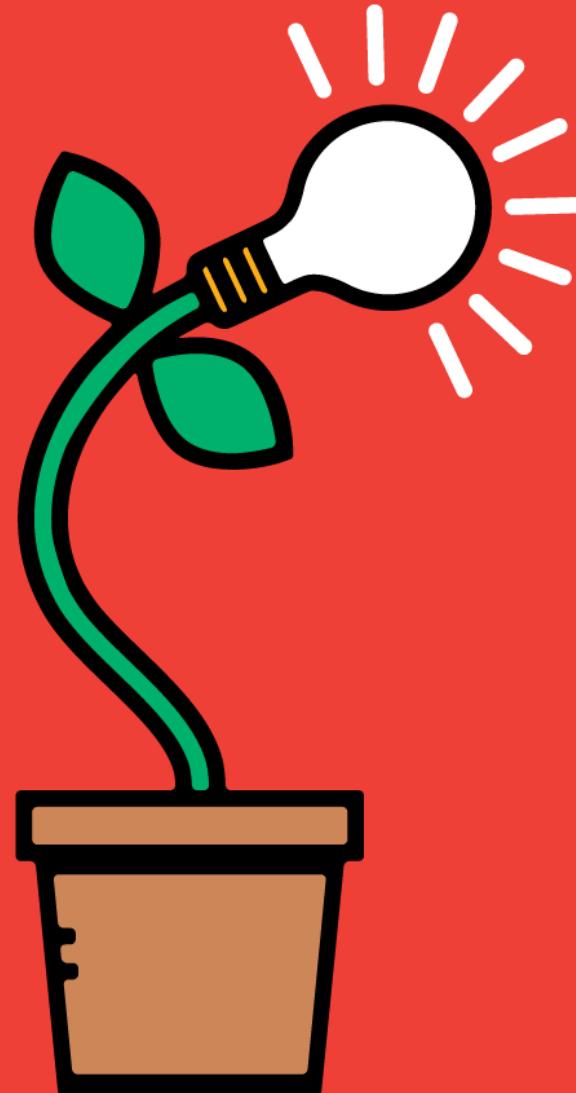


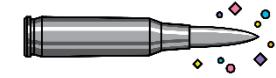
**Contracts
impose
limits on
freedom
and
happiness**





Innovate management



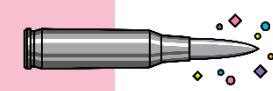


Build for meaning



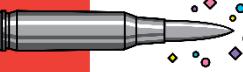
Who feels incentivized?



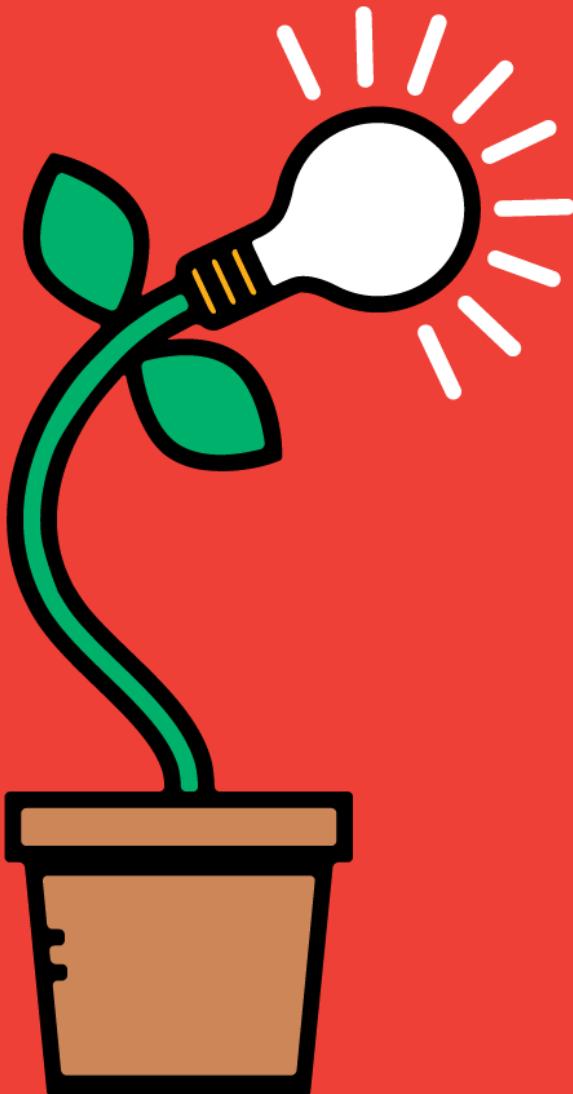


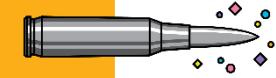
Build for meaning





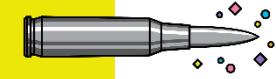
Innovate management



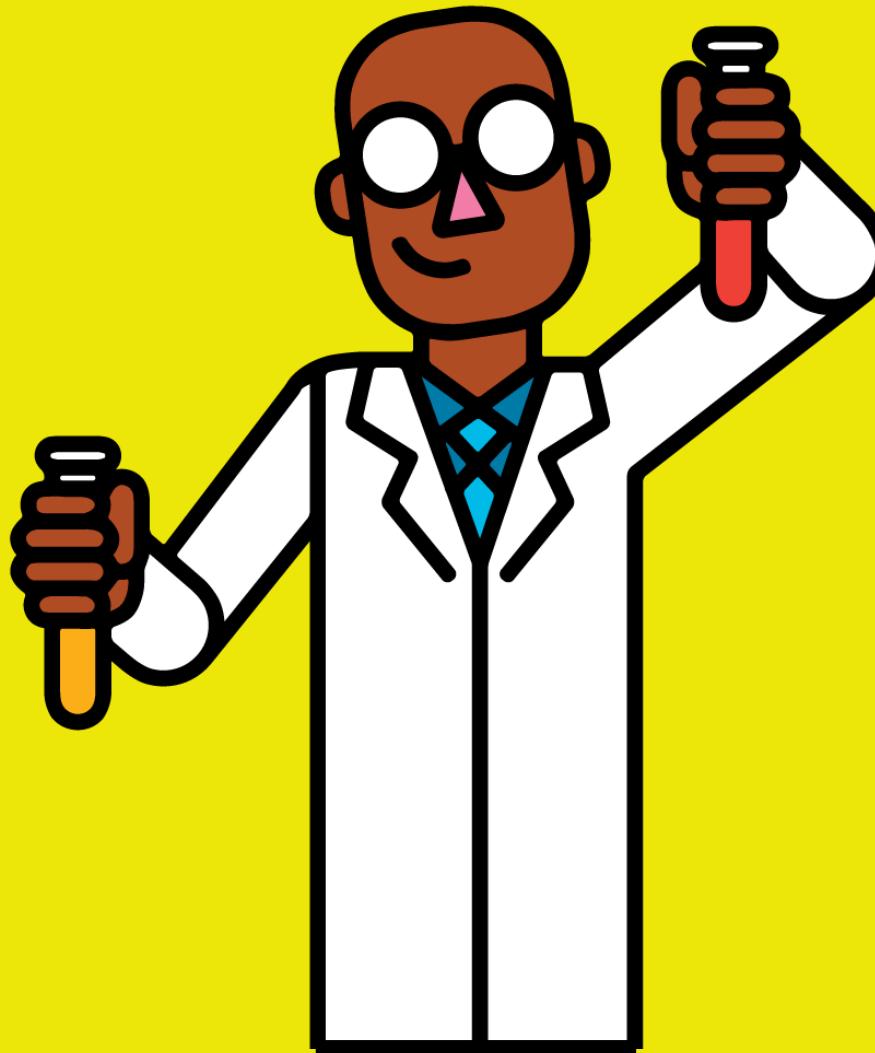


Accelerate learning





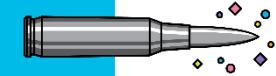
Run experiments





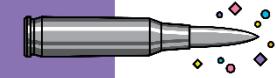
Embrace playfulness





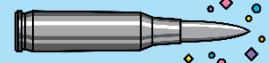
Nurture happiness



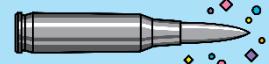


Manage the system

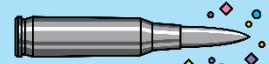




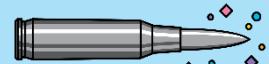
Build for meaning



Innovate management



Accelerate learning



Run experiments



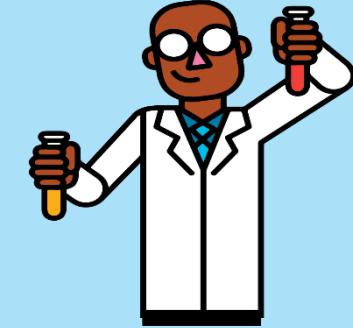
Embrace playfulness



Nurture happiness



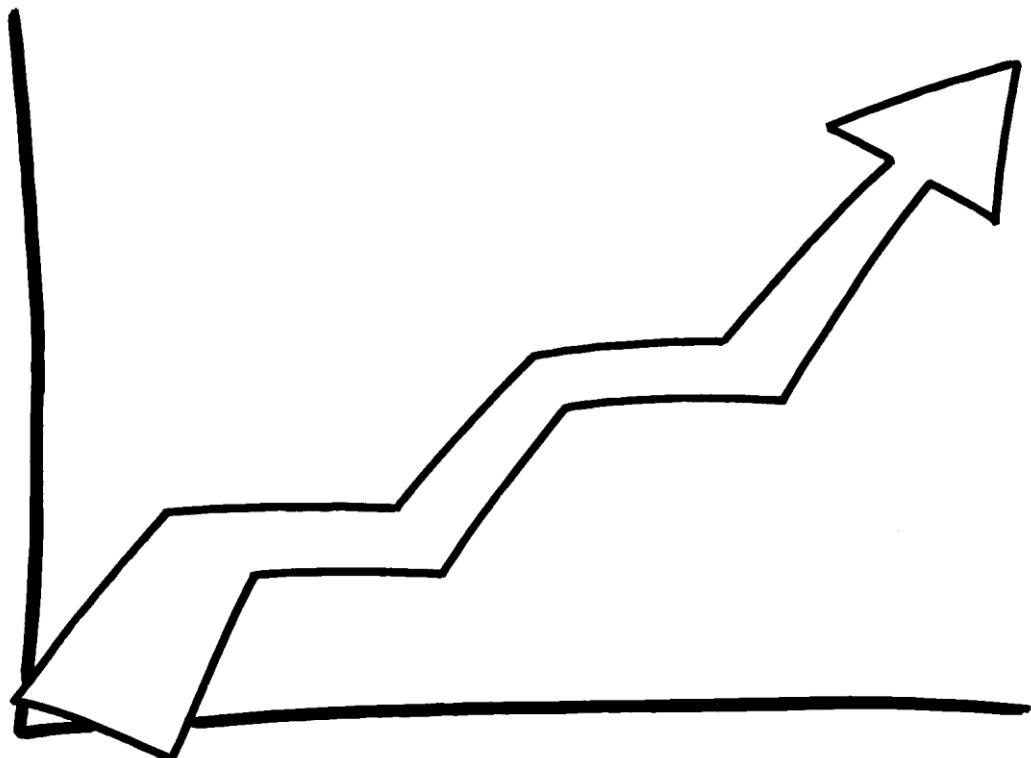
Manage the system

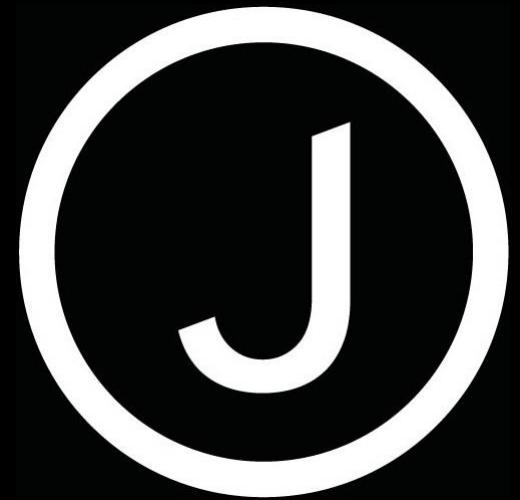


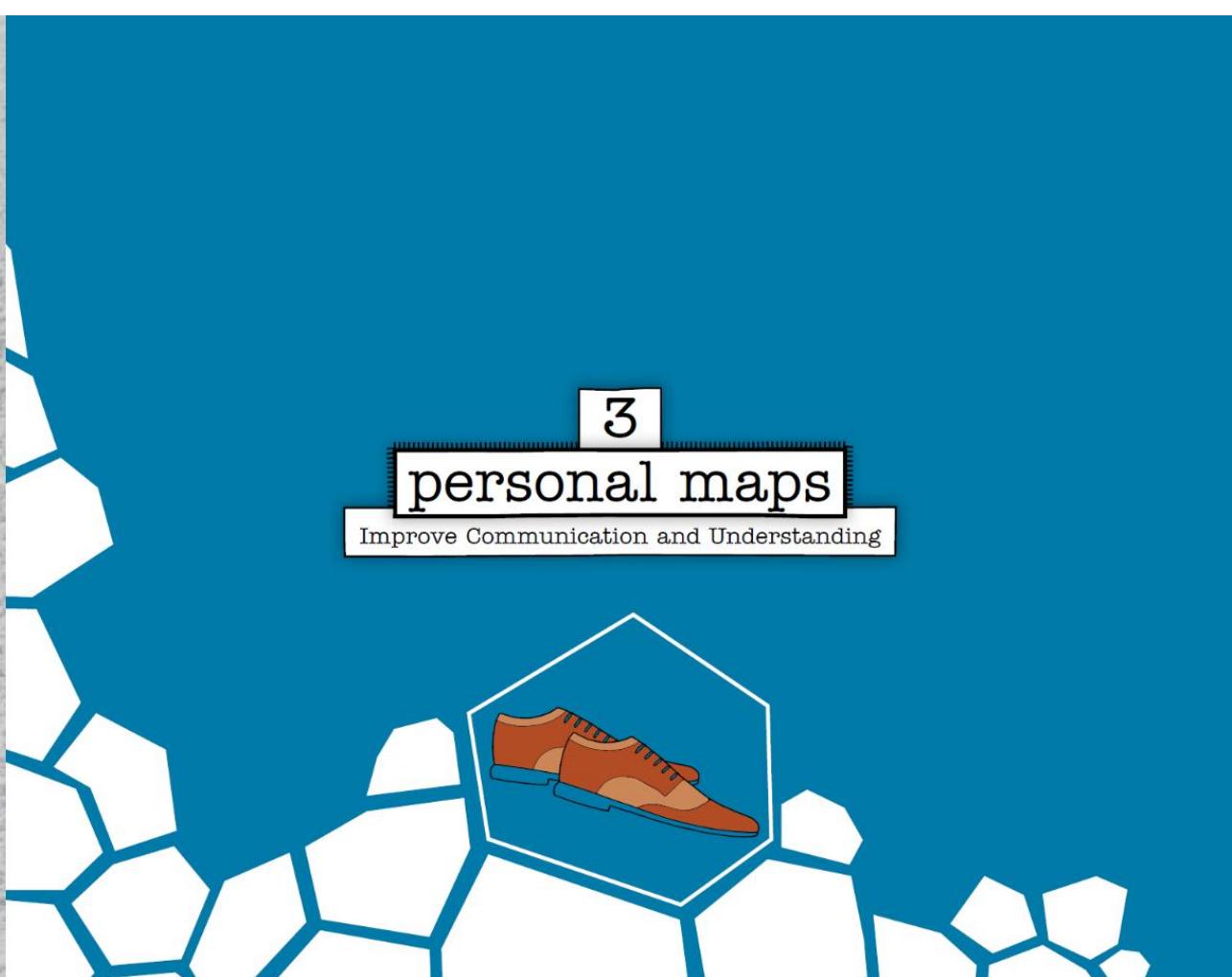
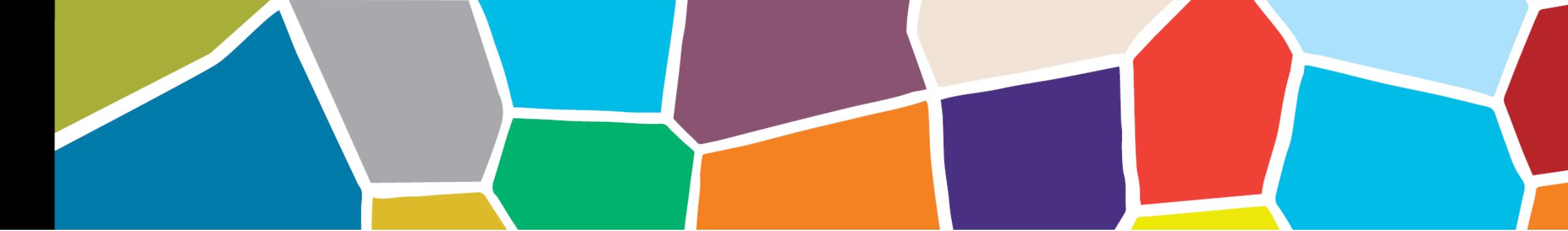
Core Competencies, ROI, bla bla bla, etc.

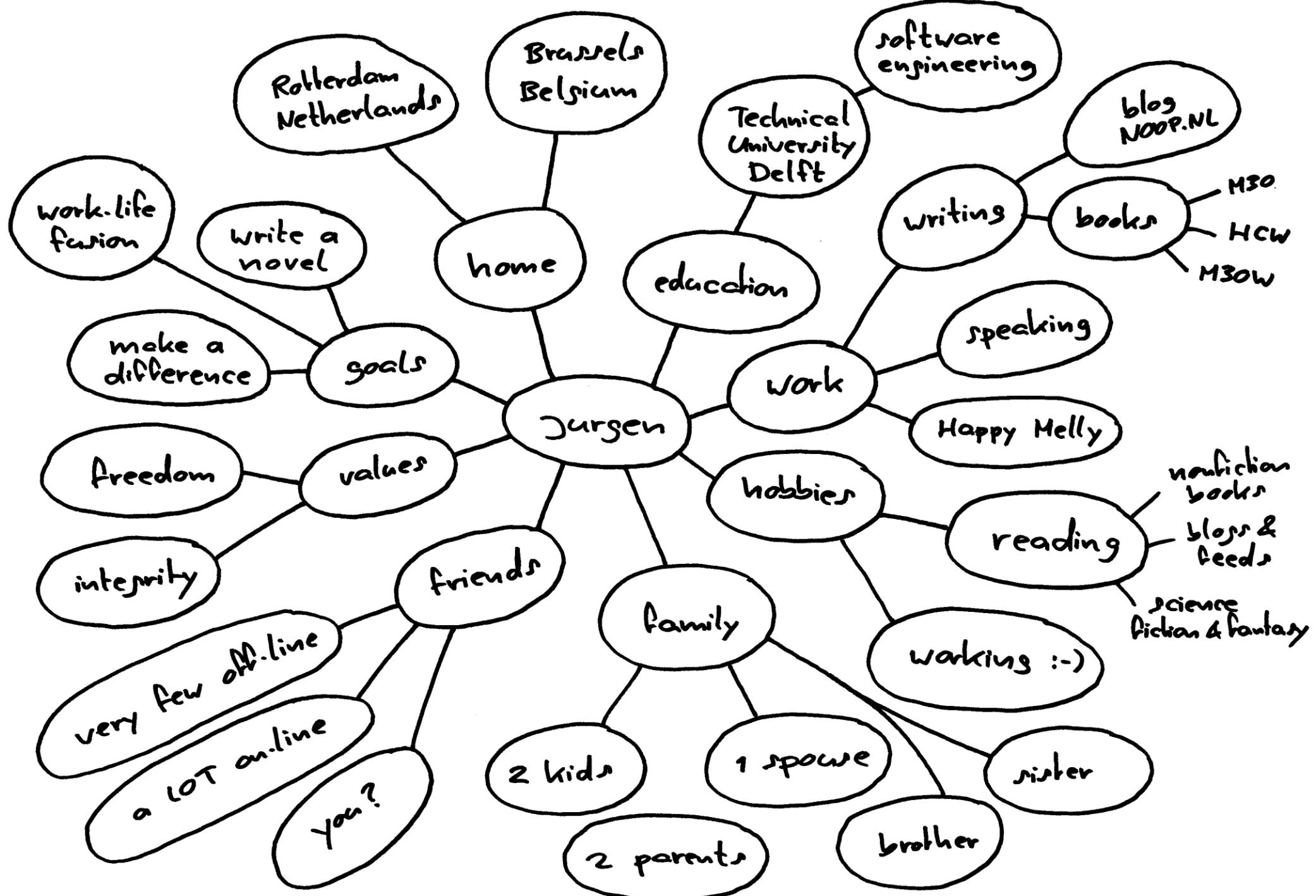
- Build for meaning
- Innovate management
- Accelerate learning
- Run experiments
- Embrace playfulness
- Nurture happiness
- Manage the system

(something going up)

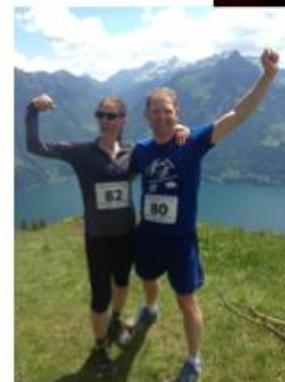
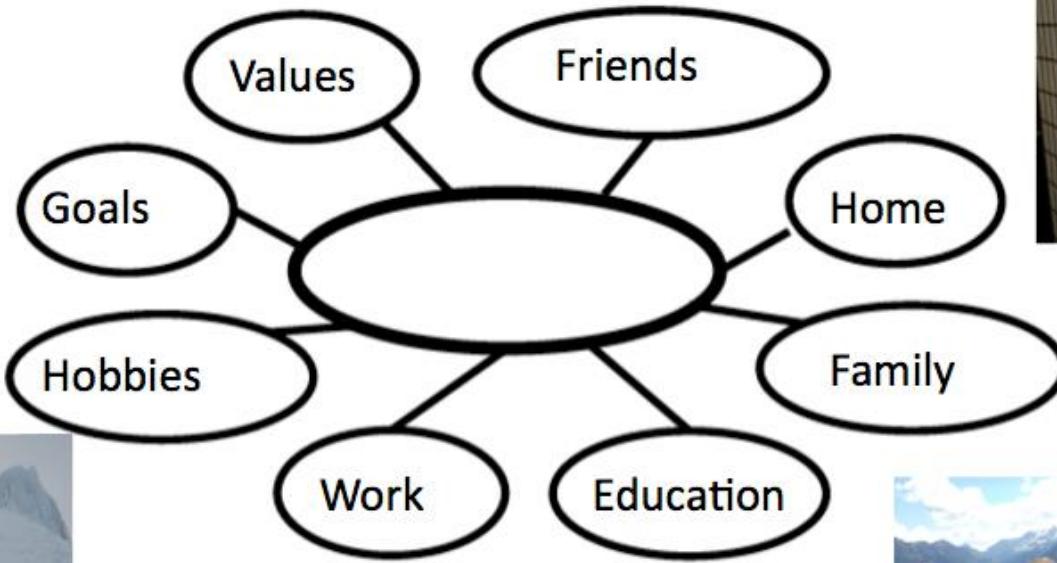


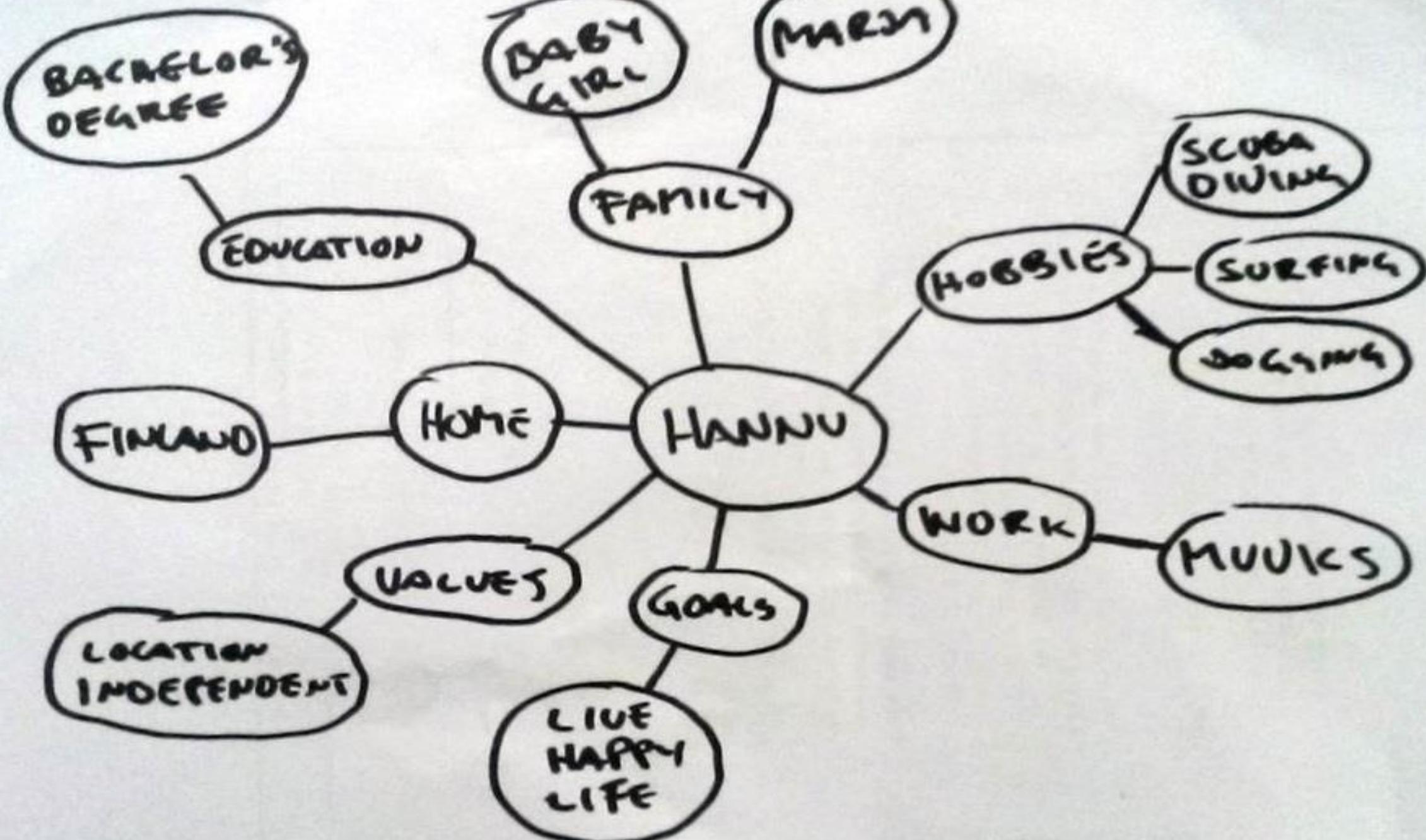






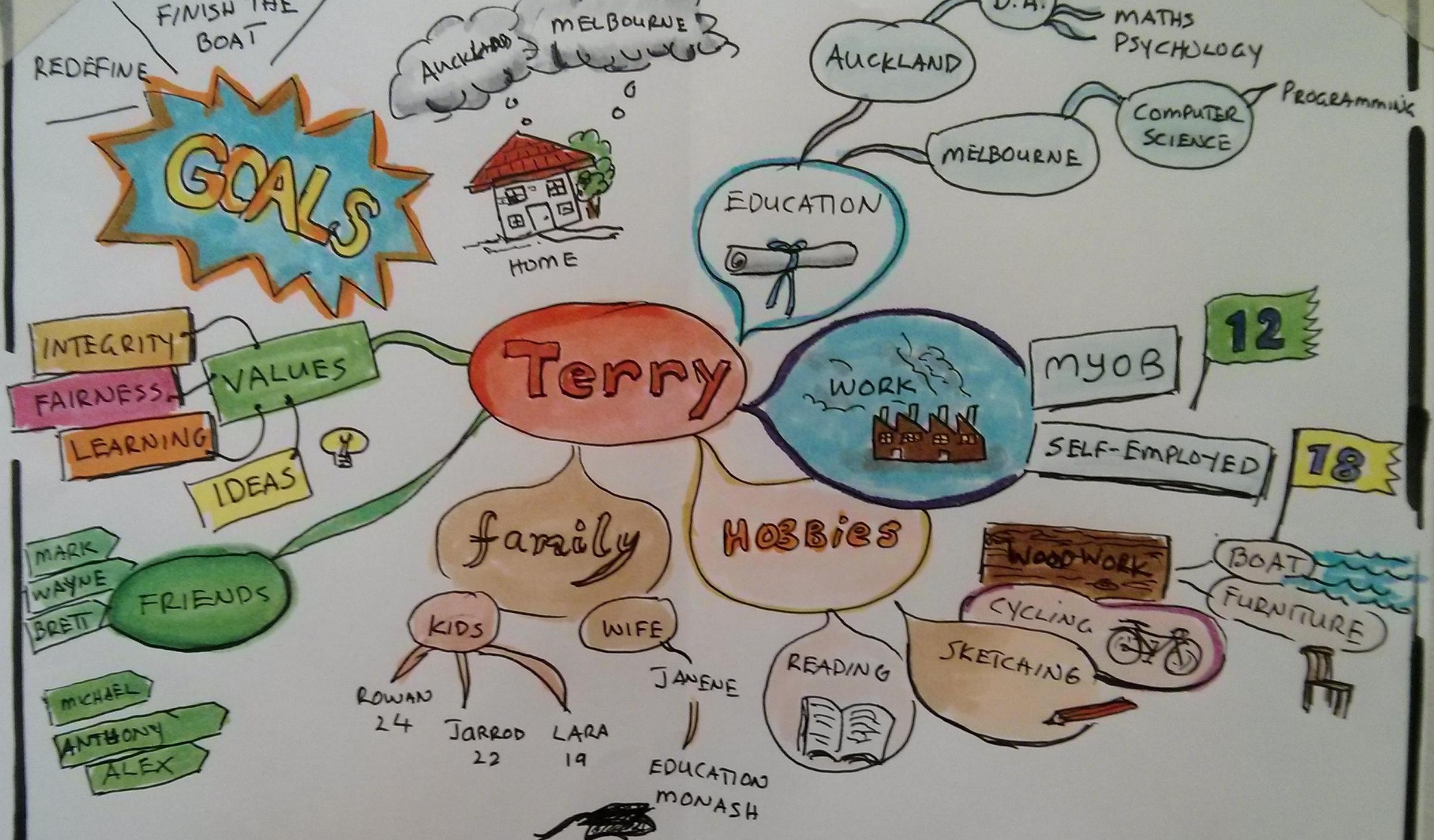
reliability
competence
fairness
trustworthiness
initiative

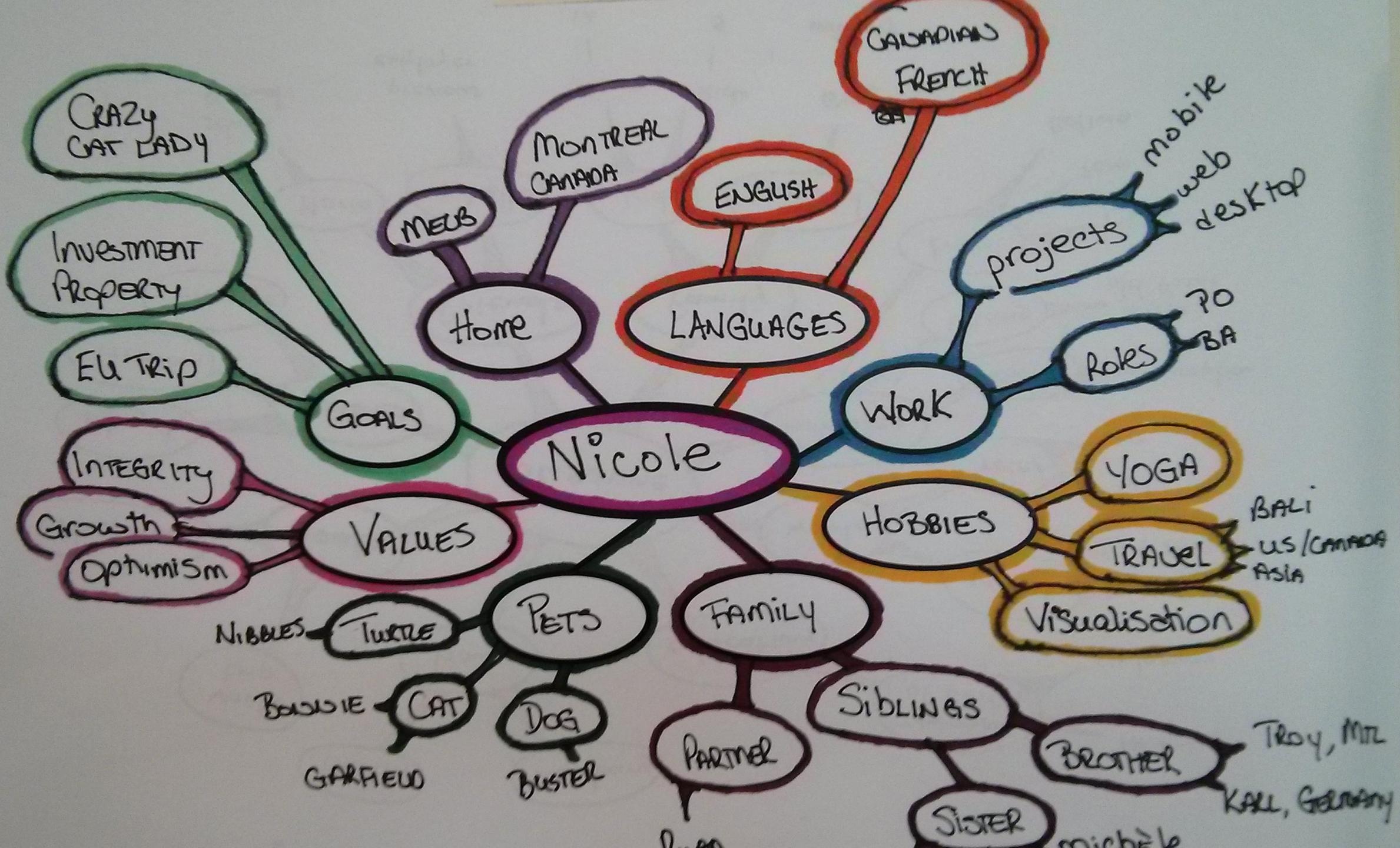


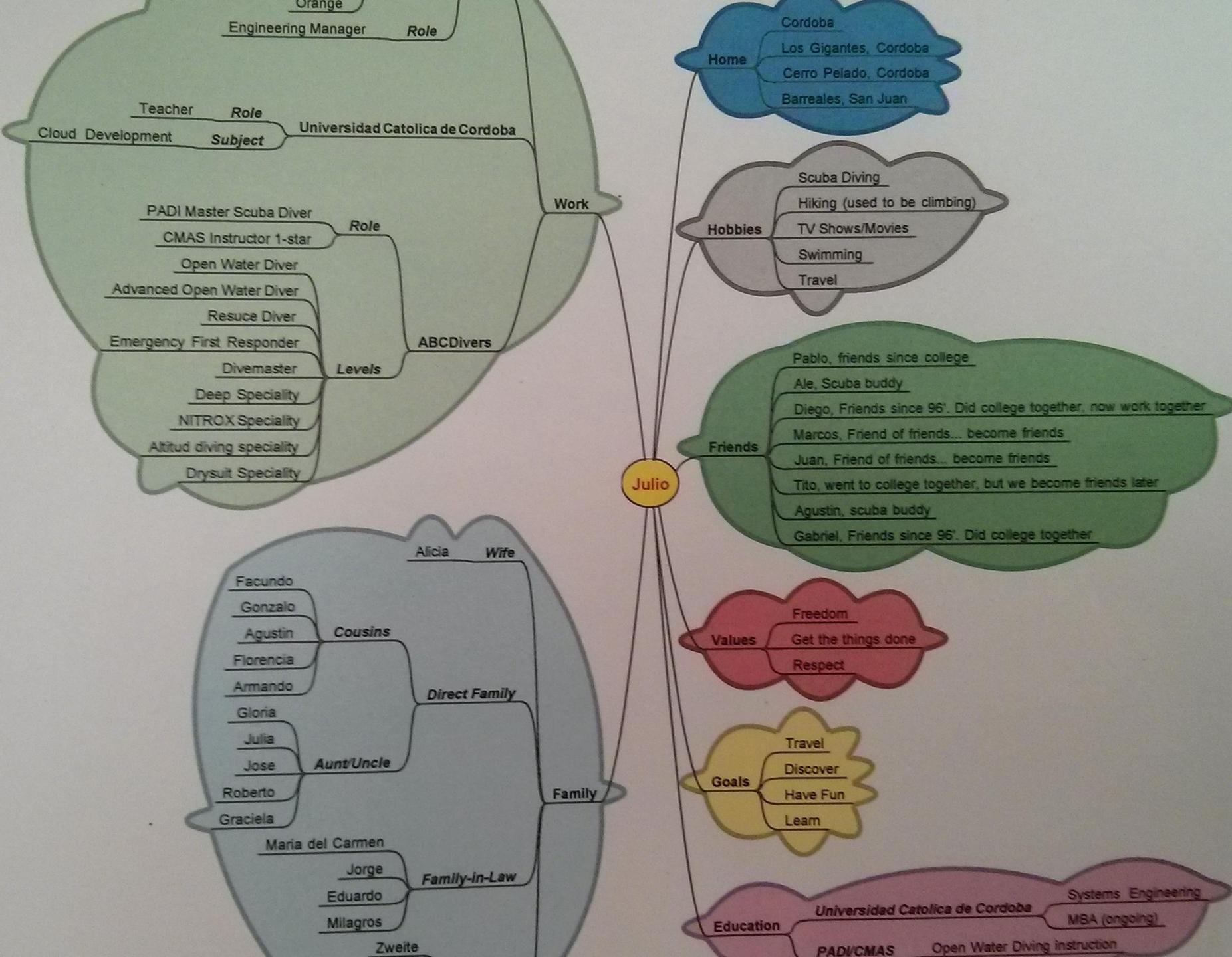


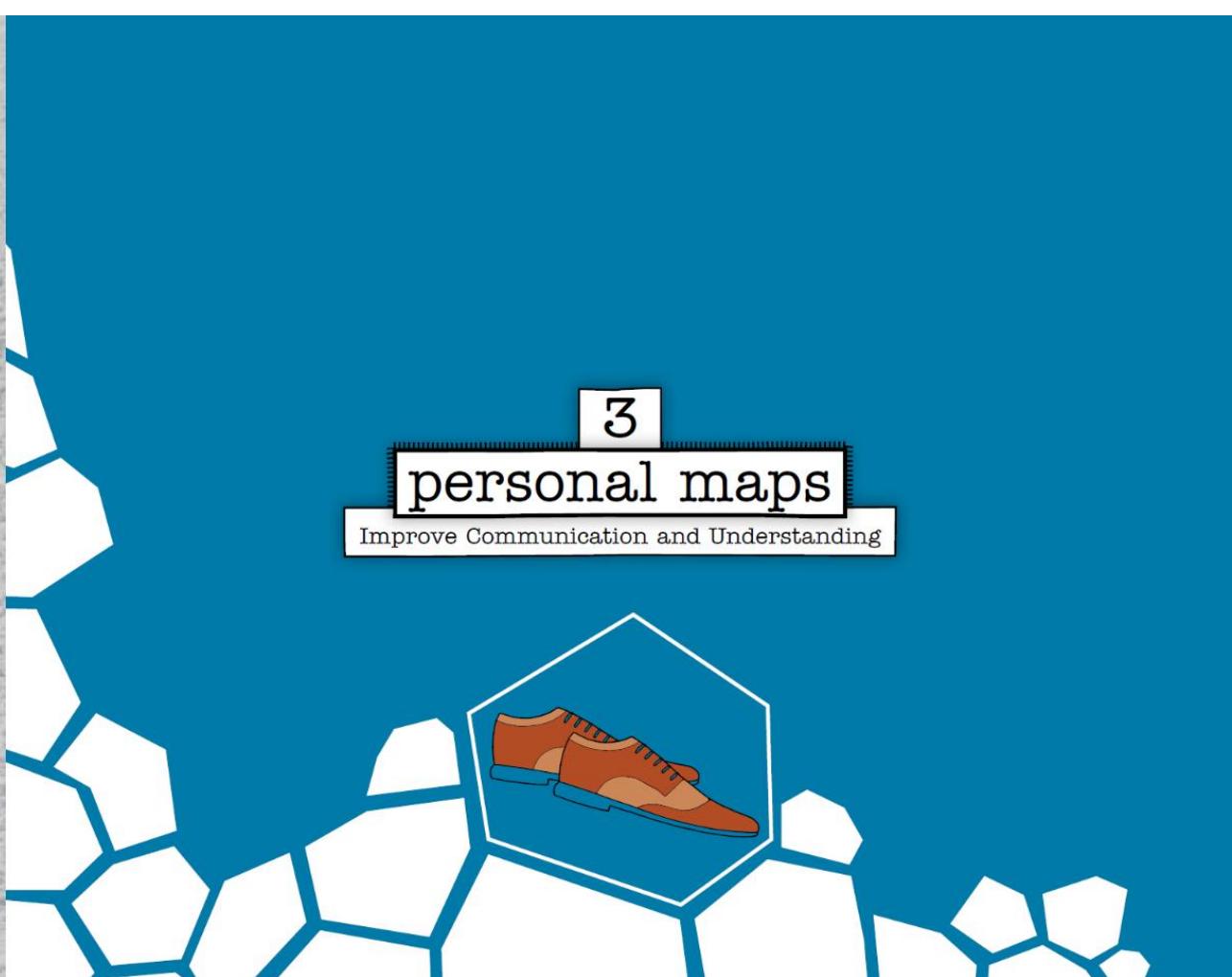


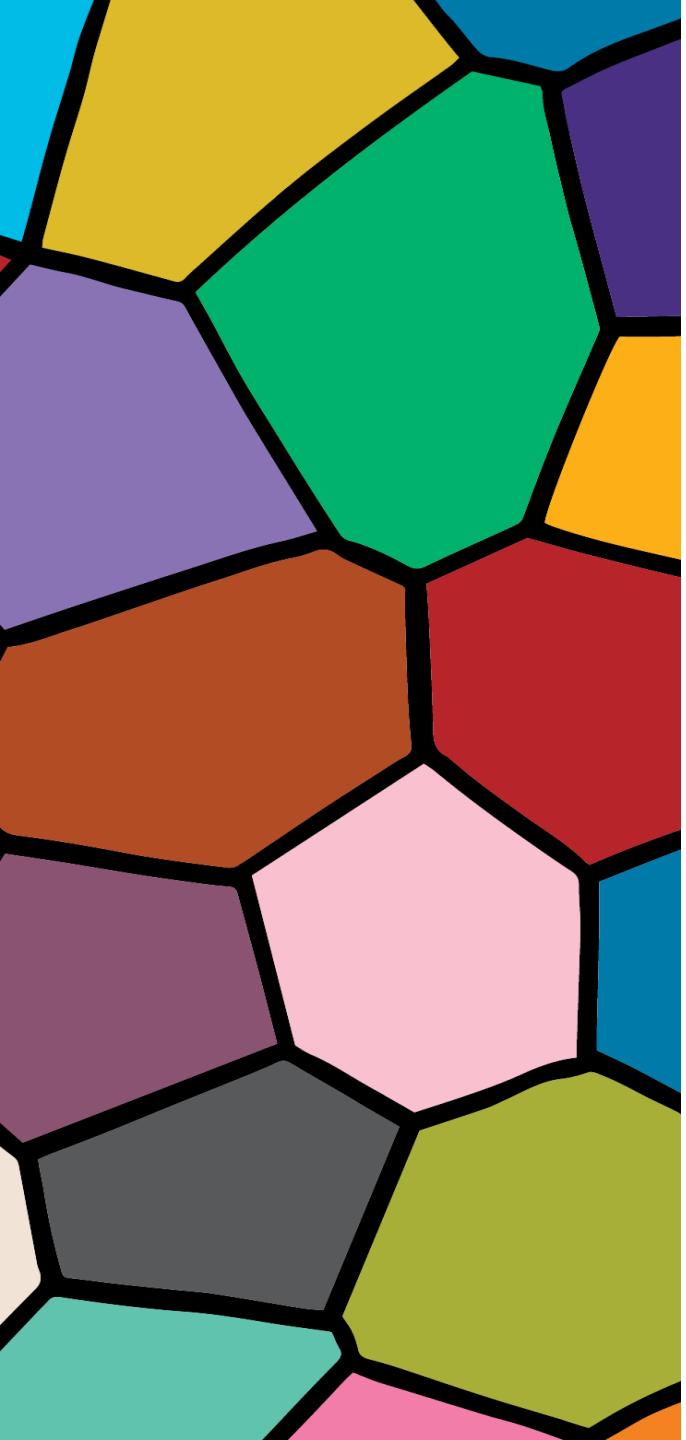








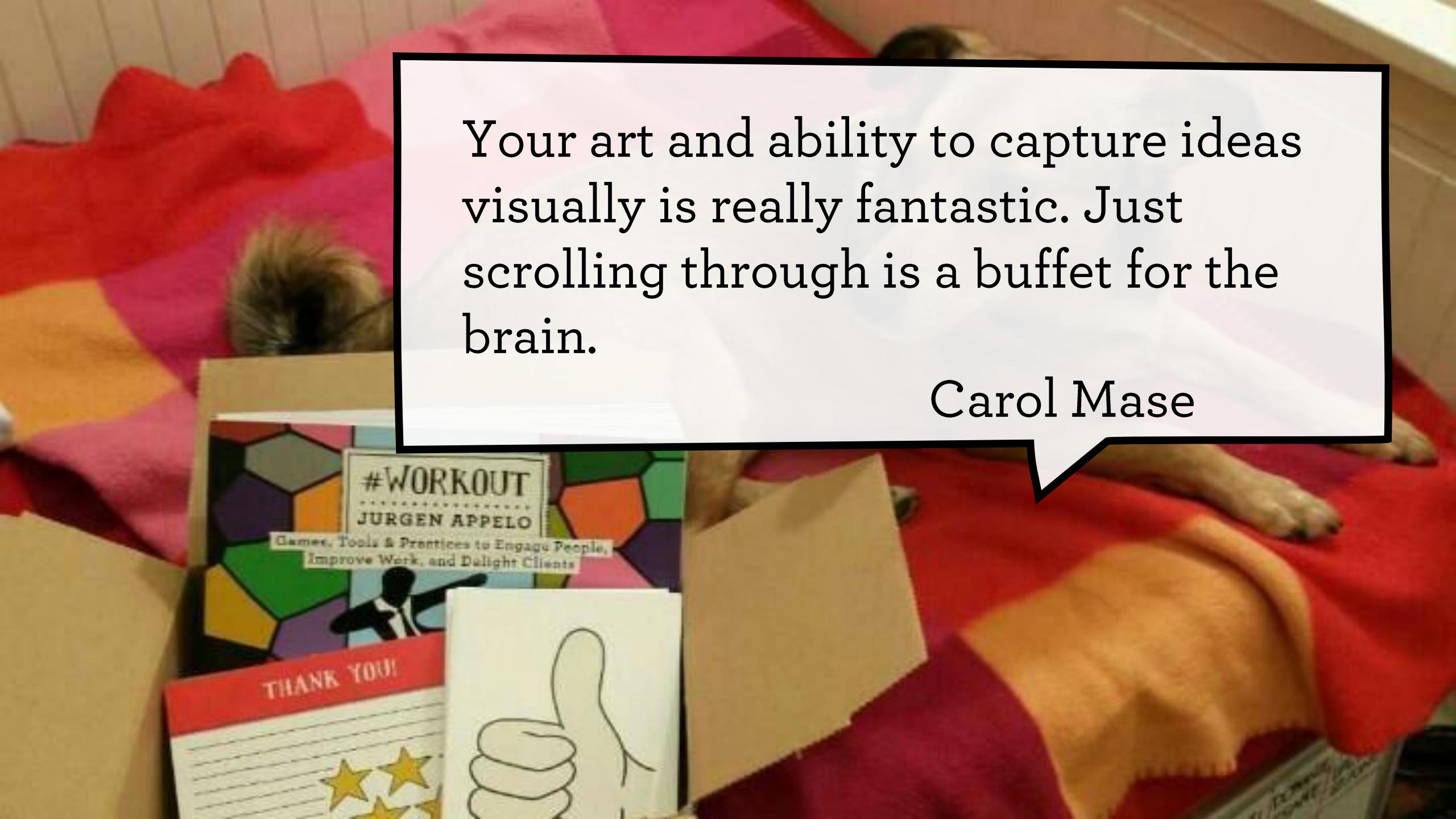




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Management 3.0 Workout © 2014 Jurgen Appelo





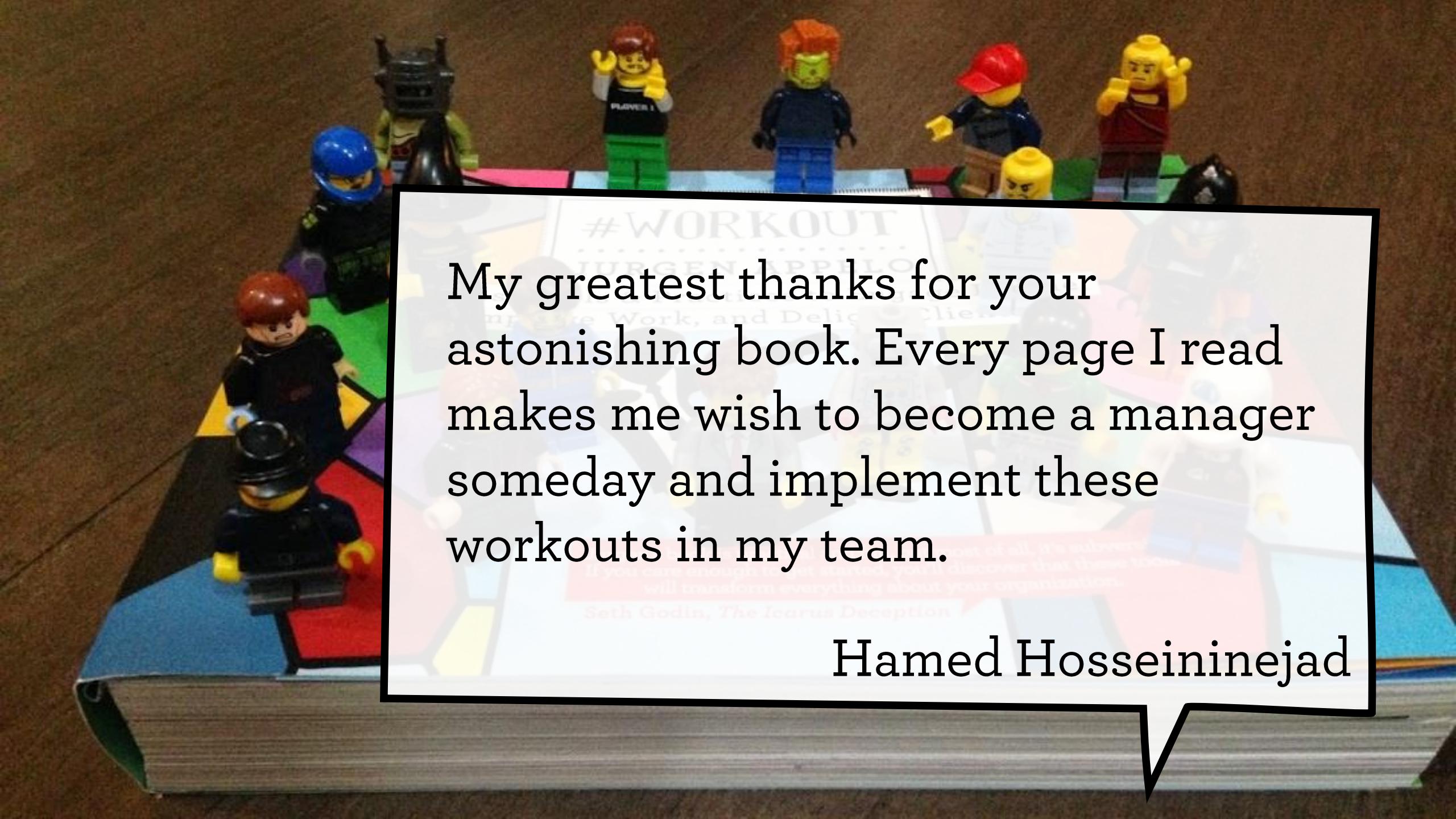
Your art and ability to capture ideas visually is really fantastic. Just scrolling through is a buffet for the brain.

Carol Mase



Your English is remarkably good.
You have an incredible feel for the
rhythm and idiom of English. [...]
You're doing a magnificent job, and
the text is a pleasure to read.

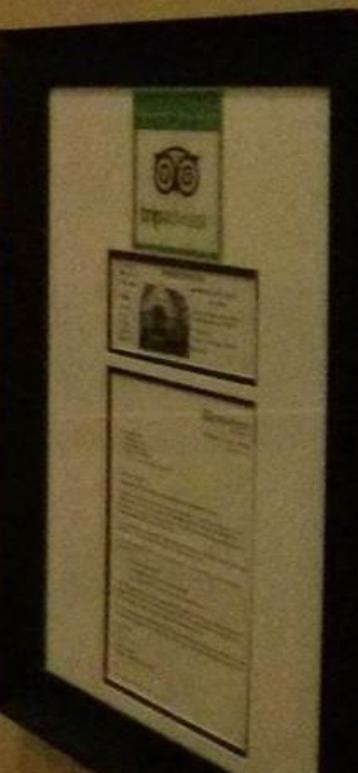
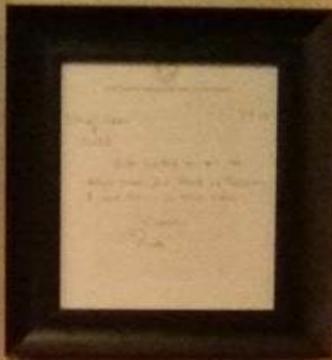
Betsy Goolsby



#WORKOUT

My greatest thanks for your astonishing book. Every page I read makes me wish to become a manager someday and implement these workouts in my team.

Hamed Hosseininejad







How Management 3.0 works for Agile Teams

40 views • 6 days ago



Management 3.0 Hands-on Leadership Workshops th...

47 views • 6 days ago



Chat: Personal Maps Improve Team Unity

75 views • 1 week ago



Chat: Kudo Cards Spark Intrinsic Motivation

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Great Management Means Better Communication

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Increase Team Collaboration & Employee...

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How to Enact Change Management Today

403 views • 1 month ago



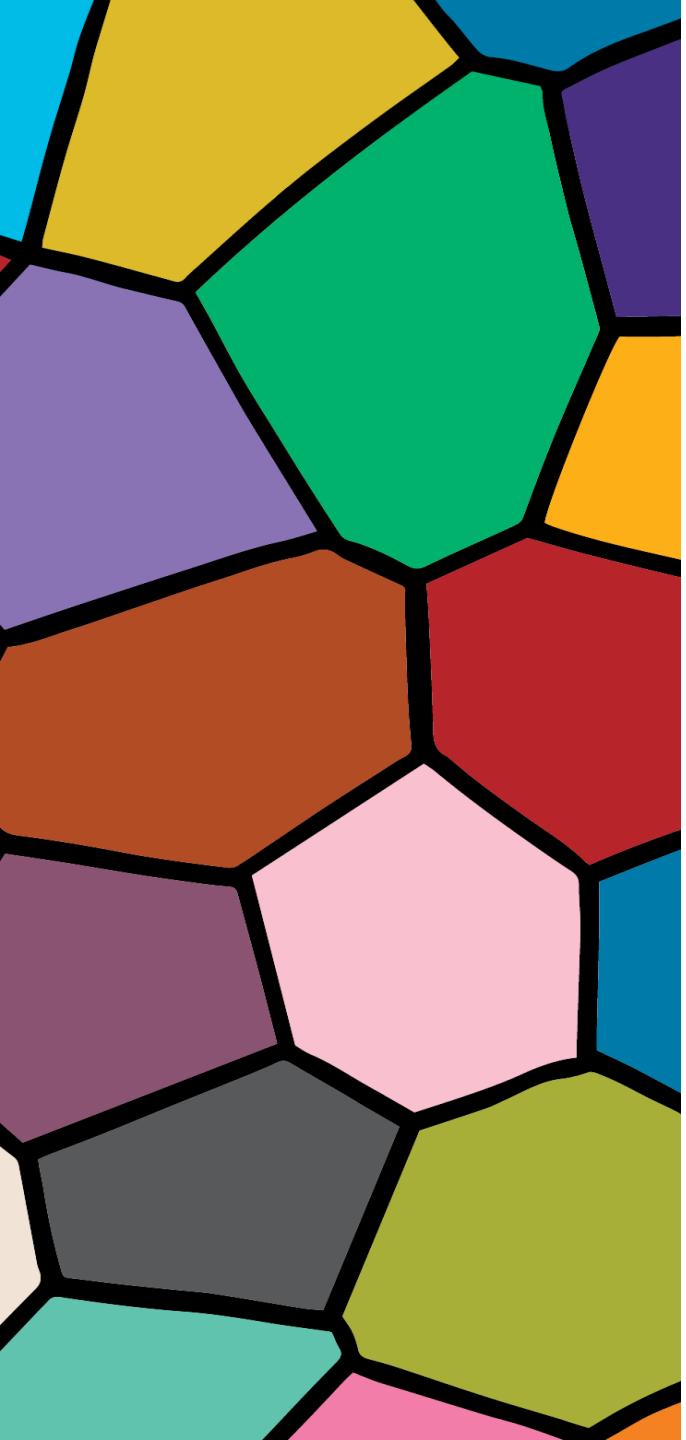
Chat: Happiness Door for Employee Engagement &...

215 views • 1 month ago



#Workout: Happiness Door Increases Employee...

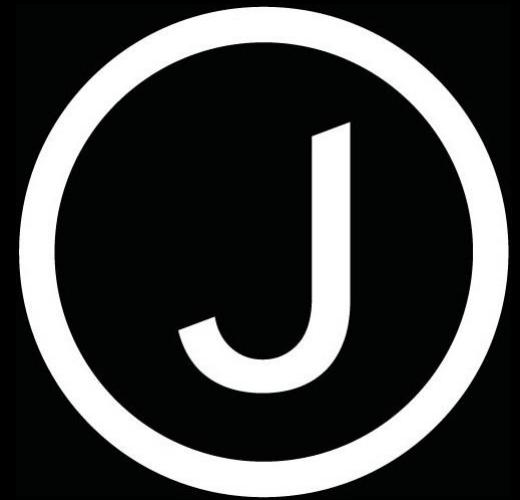
1,746 views • 1 month ago



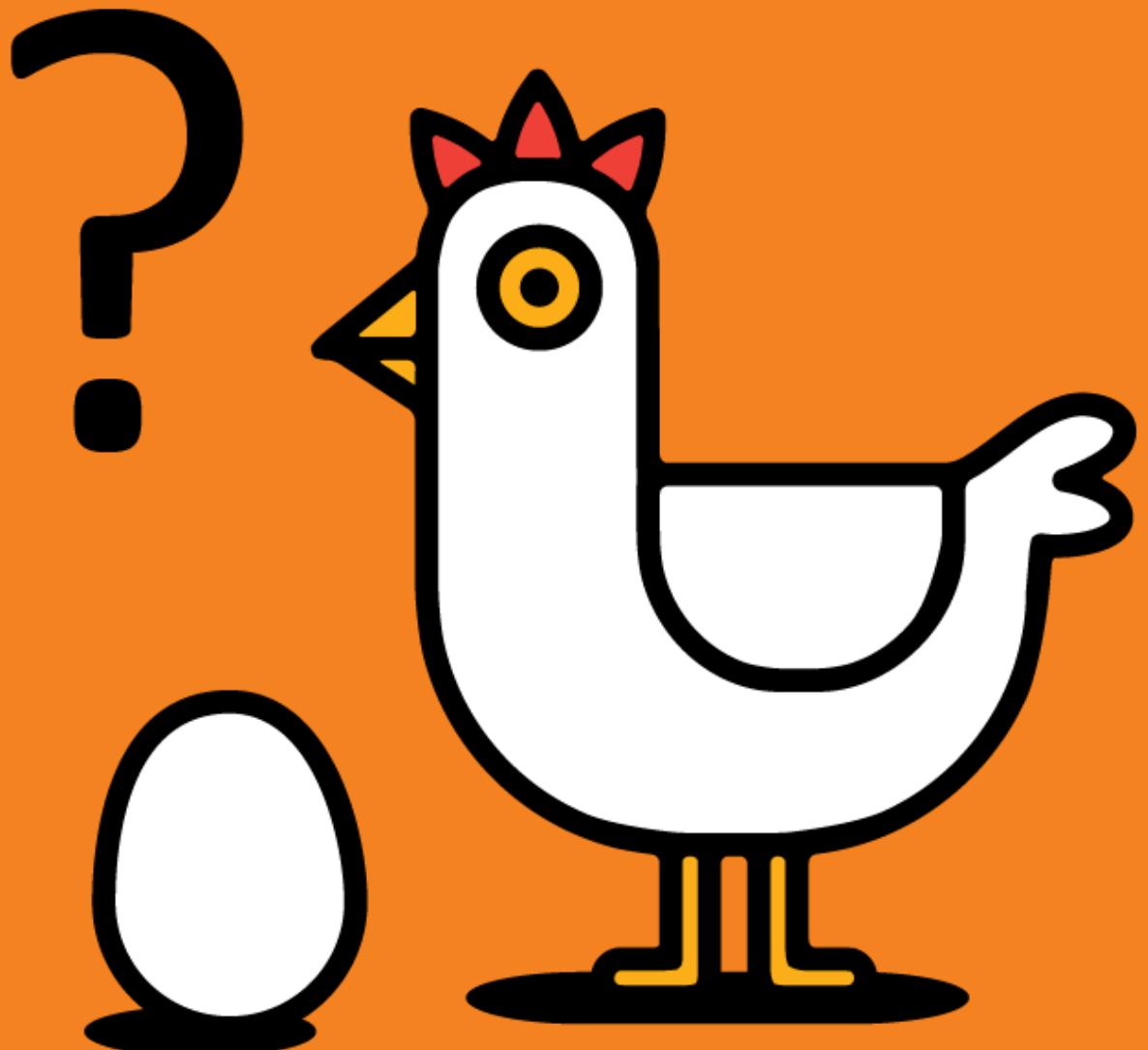
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Does success lead to
happiness, or does
happiness lead
to success?



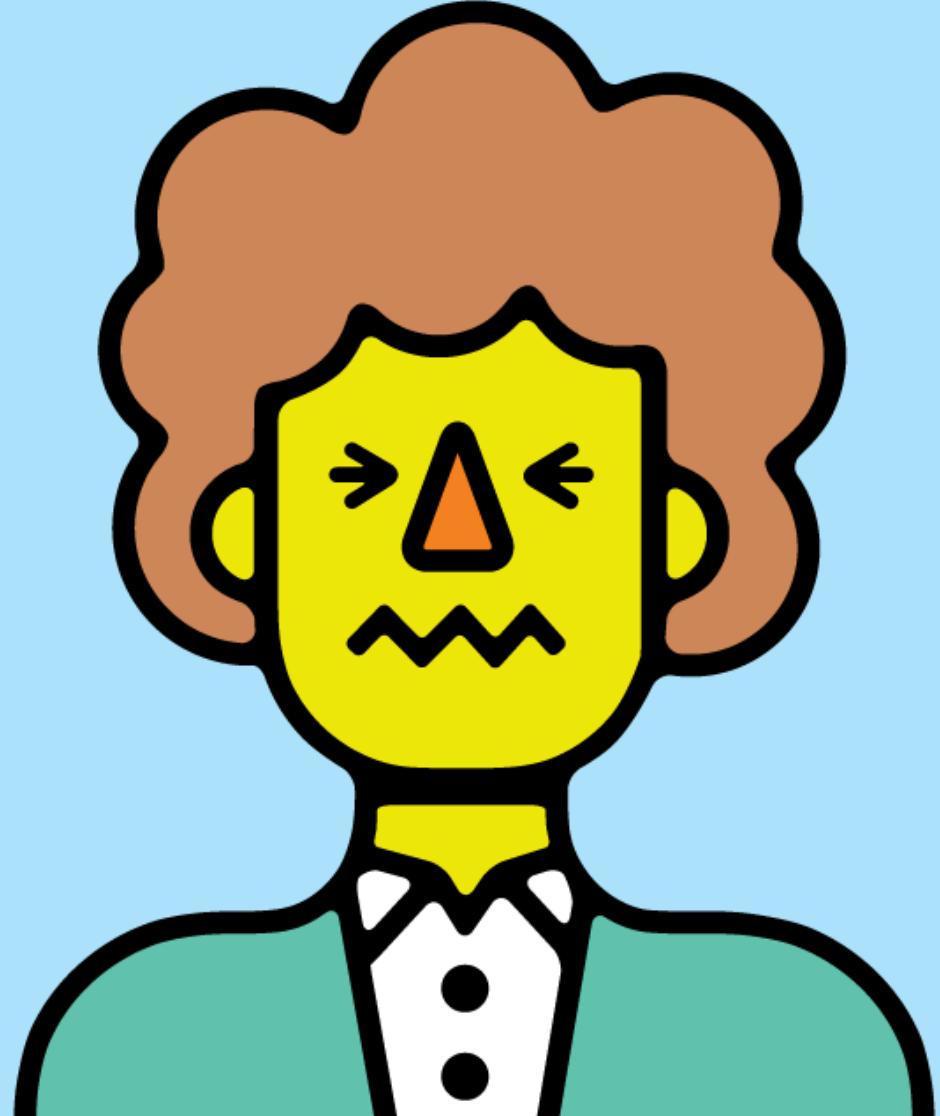
Argh, it's difficult!

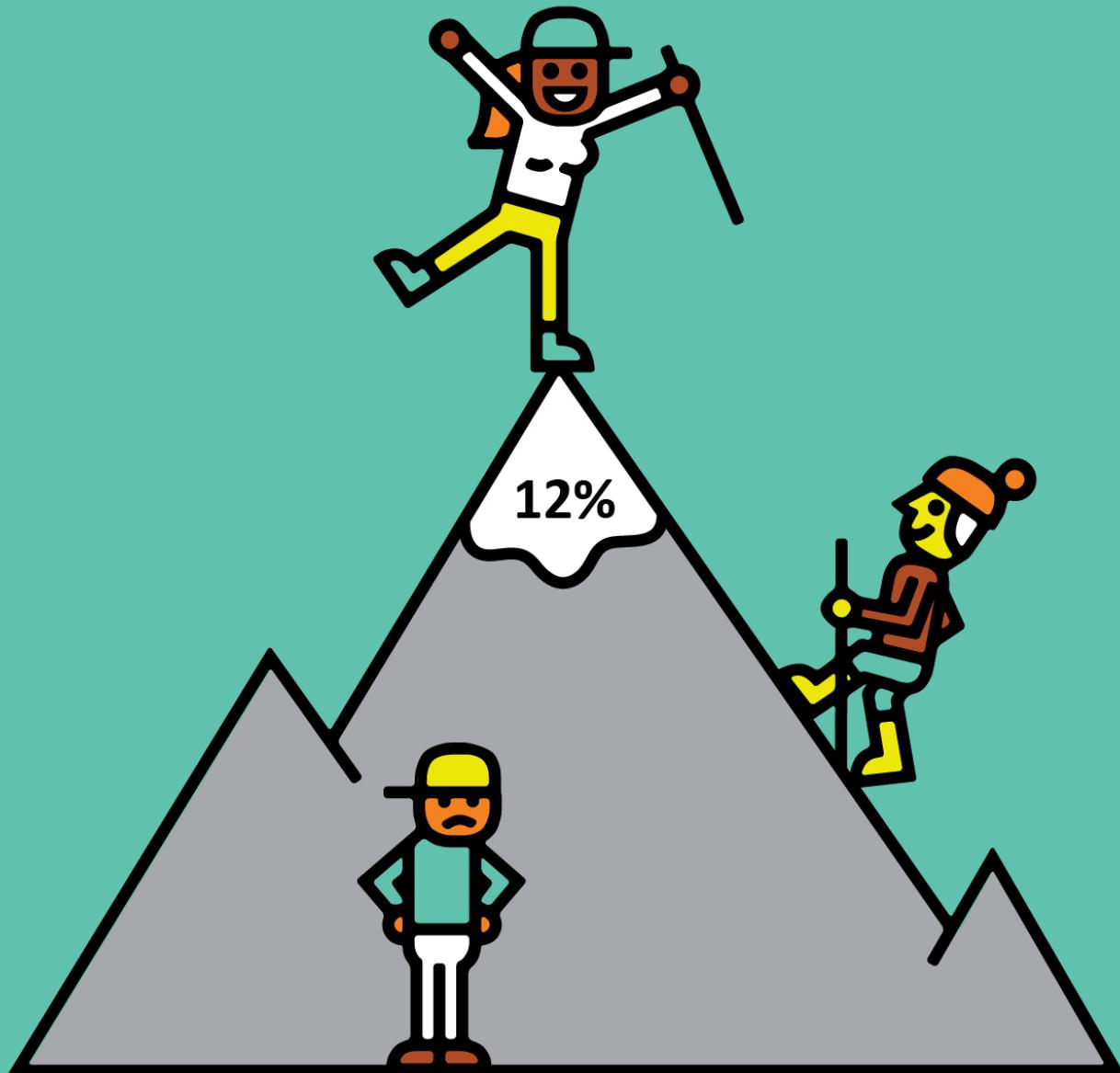
We now know that happiness is the precursor to success, not merely the result.

- Shawn Achor, *The Happiness Advantage*

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

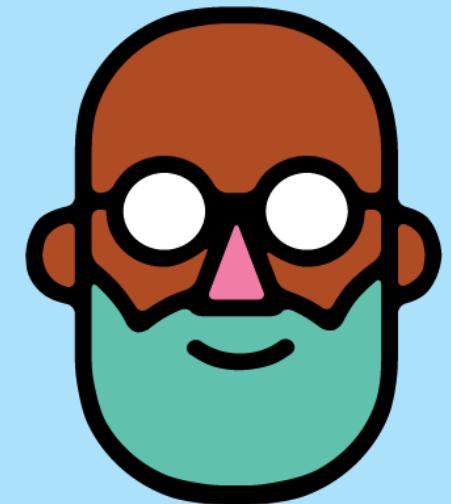
- Phil Rosenzweig, *The Halo Effect*





**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



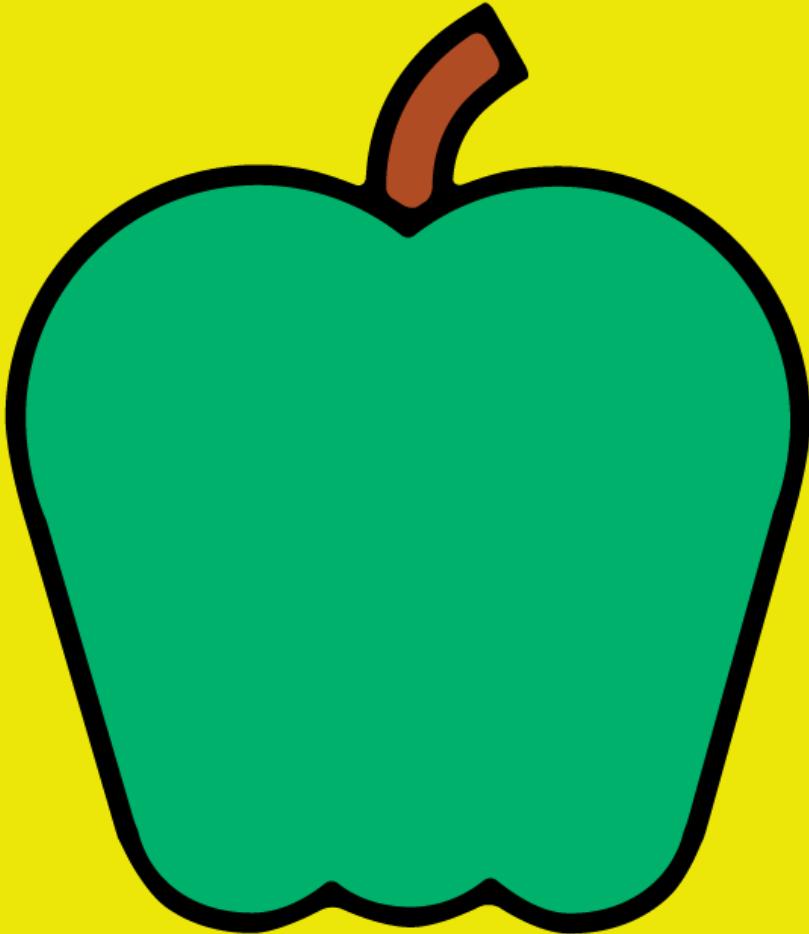
Give something to
another person or make
it possible for others to
offer gifts



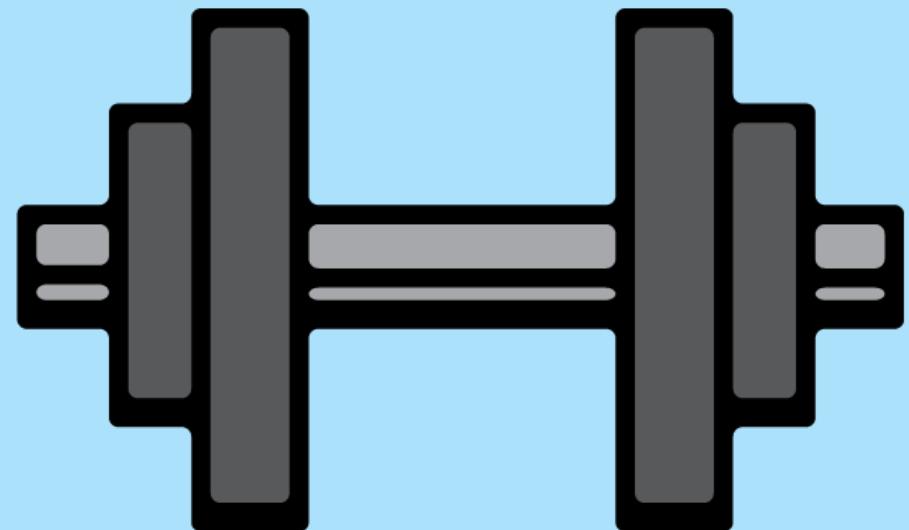


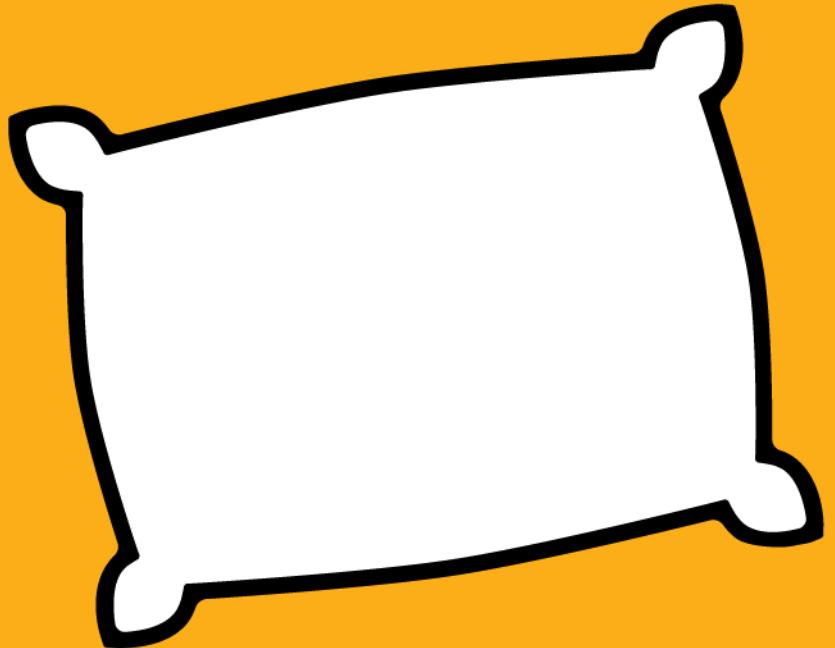
Help someone who is
in need of assistance,
or enable colleagues to
help each other

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



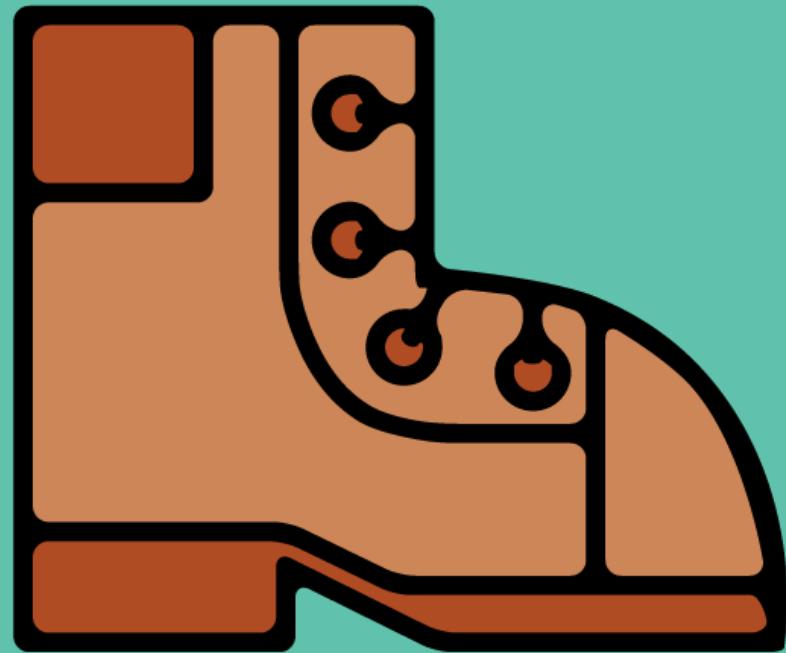


**Rest well, sleep
sufficiently, and enable
colleagues to refresh
their minds**



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

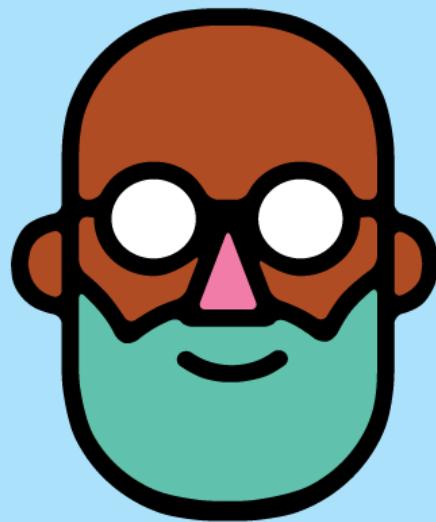
Socialize, relate to other people, and make it easy for colleagues to develop connections



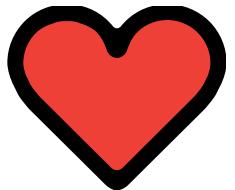


Aim for a goal and get people to understand
and realize their own purpose

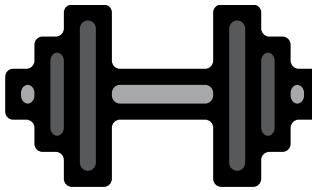
**Smile whenever you can, appreciate humor,
and get colleagues to engage in fun activities**



12 Steps to Happiness (all backed by science)



Thank



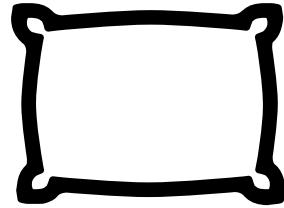
Exercise



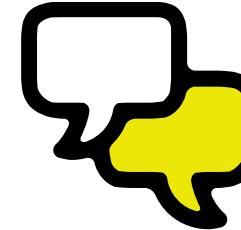
Meditate



Give



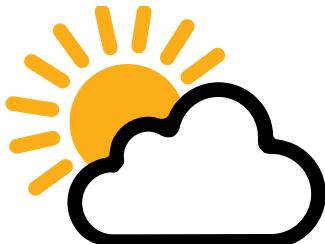
Rest



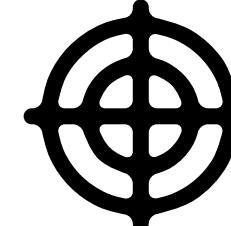
Socialize



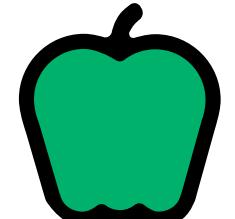
Help



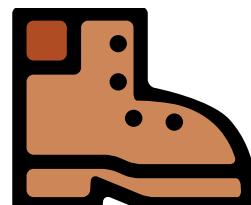
Experience



Aim



Eat Well



Hike



Smile

12 STEPS TO HAPPINESS

m30.me/twelve-steps

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

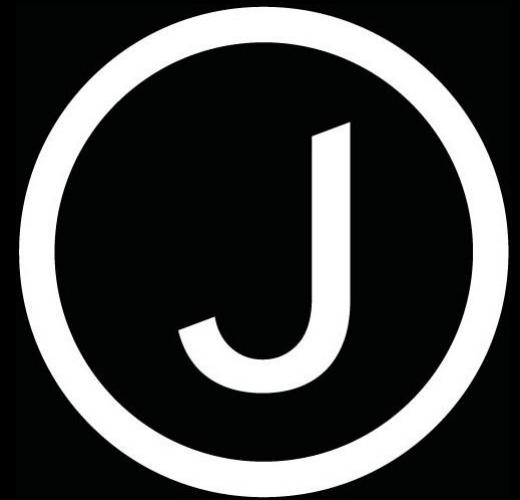


Rest well, sleep sufficiently, and enable colleagues to refresh their minds.

Smile



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





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



#value-stories ▾

@ 14



Search

**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?

**patrick** 9:56 AM

I just read Jen's "express delivery" page on M30. Maybe on the 'regular' payment page add a payment term "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 €xx for that second delivery"

(can you do such thing?)

**jurgenappelo** 10:04 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.

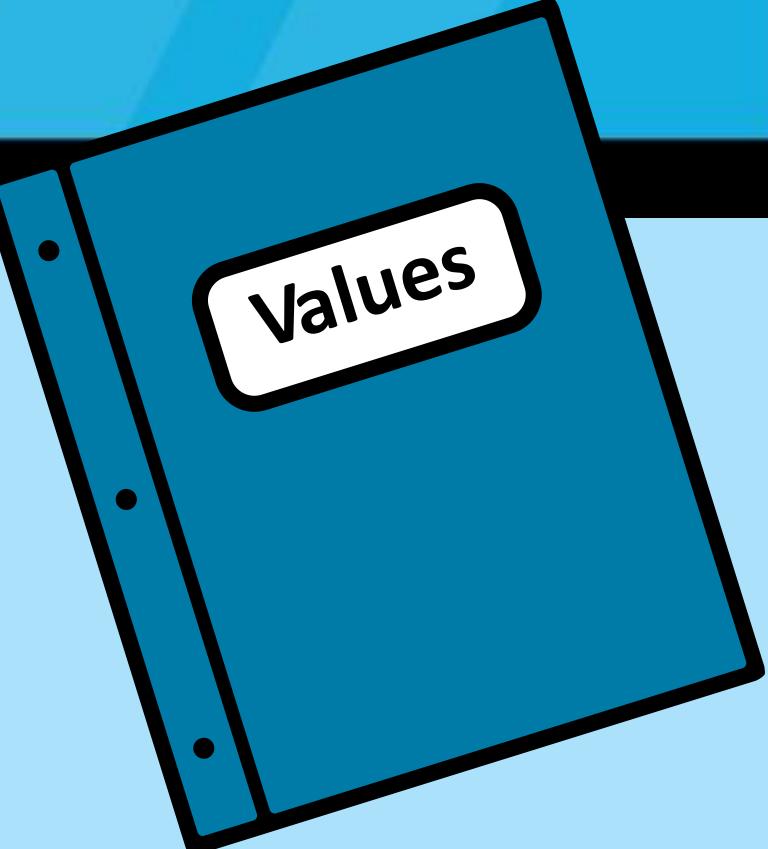
**lisette** 10:16 AM

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**



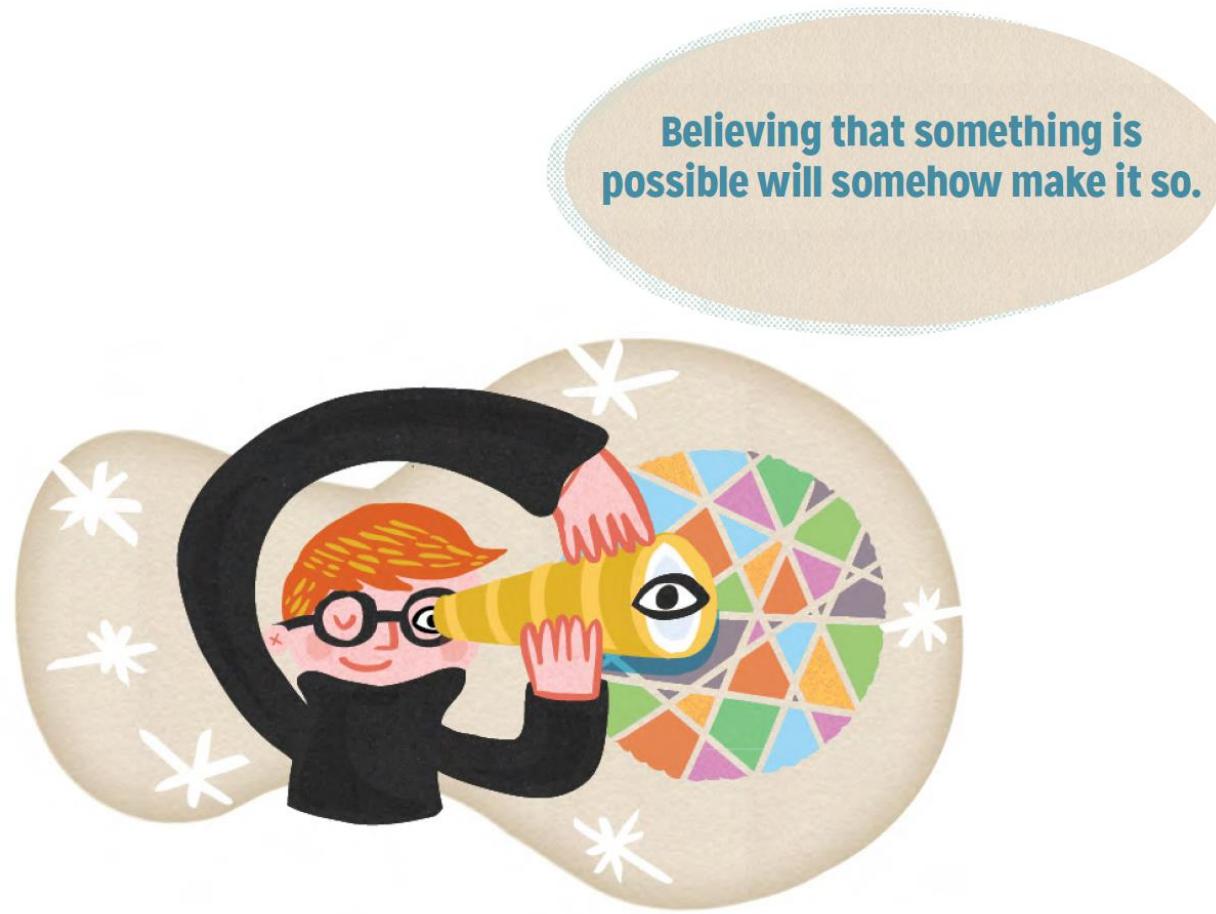
The Little Book of IDEO

#CultureCode

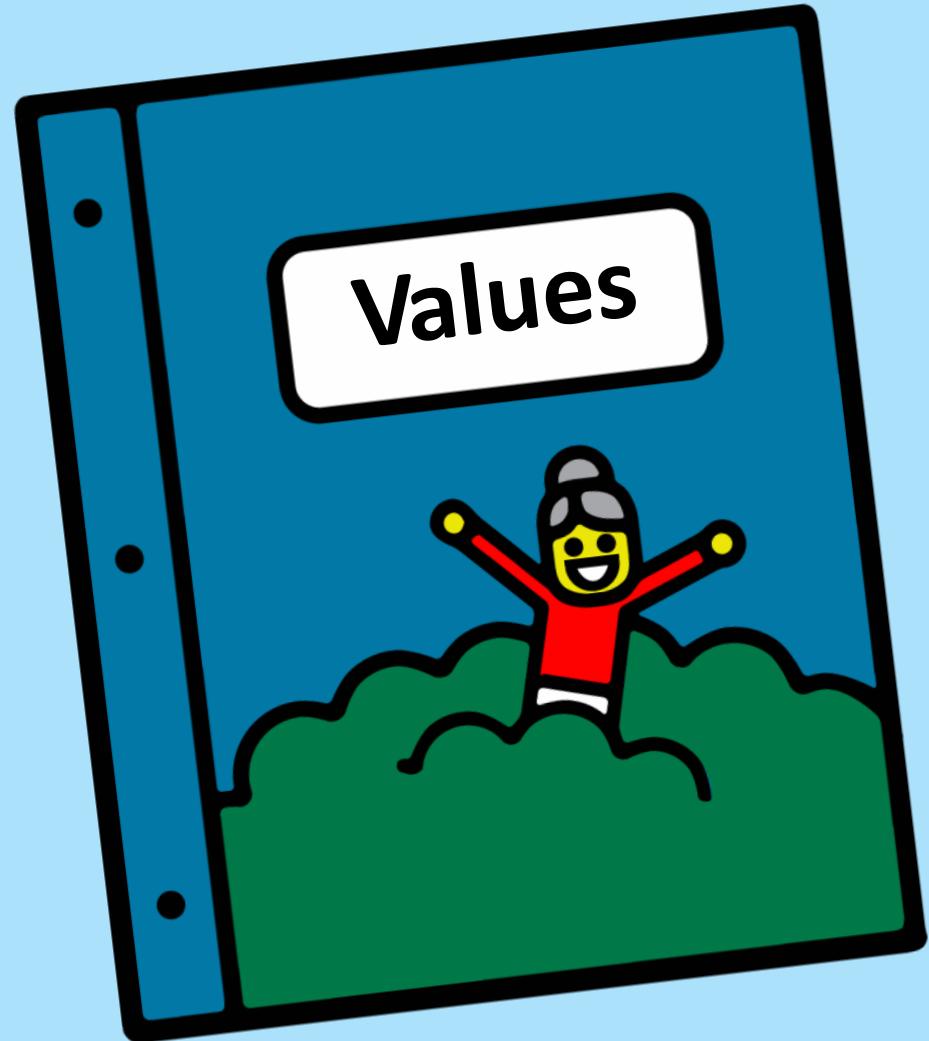


We wrote this to give you a sense of IDEO's culture—the ties that bind us together as coworkers and as people. These are the values that get us there.

Be Optimistic



Believing that something is possible will somehow make it so.



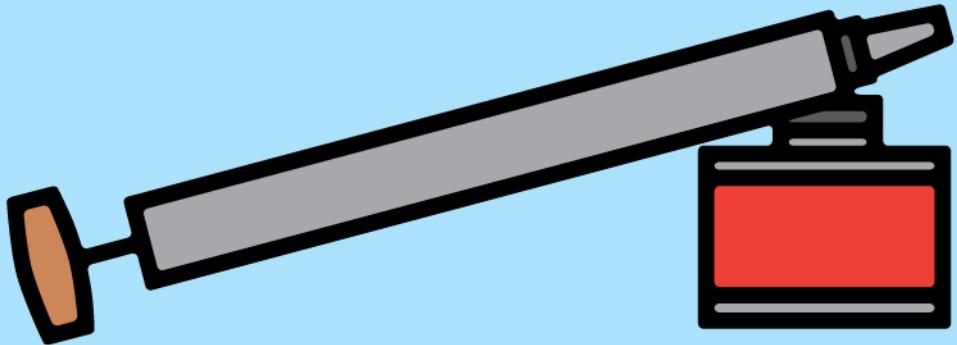
Comparing documented values with stories of actual behaviors helps you reinforce and redefine the culture, iteratively.

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*

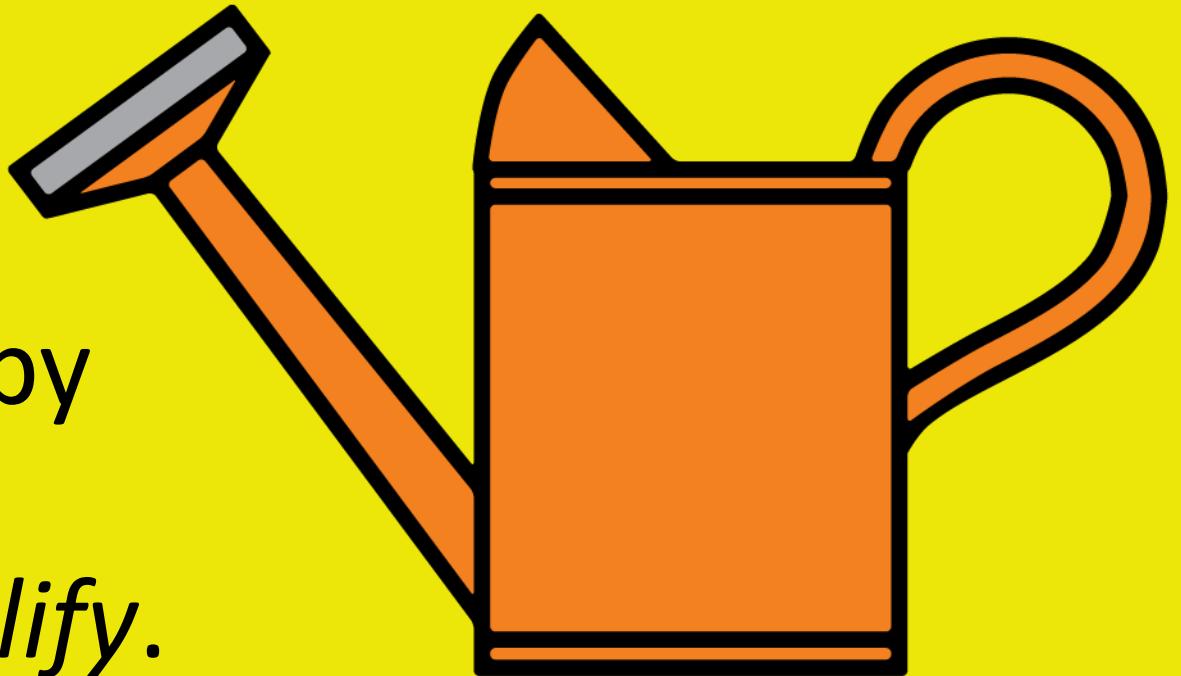




The culture of any organization is shaped by the worst behavior the leader is willing to tolerate.

- Gruenter and Whitaker (*source unknown*)

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





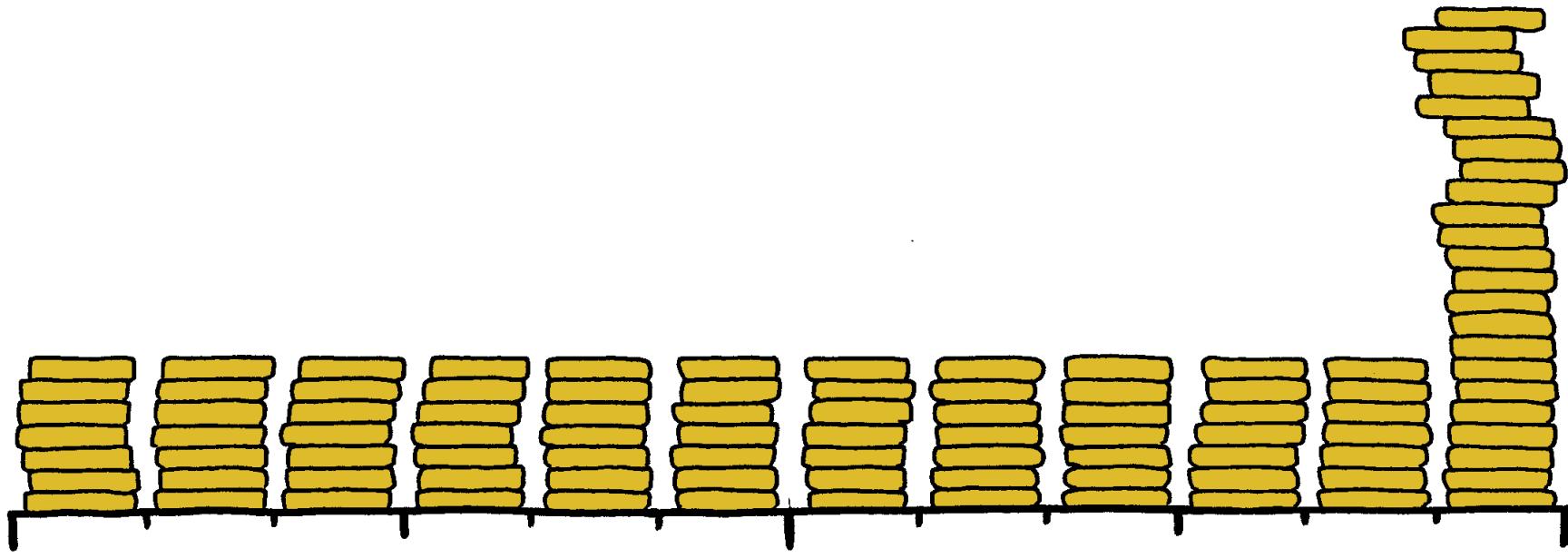
5 value stories & culture books

Define the Culture by Sharing Stories

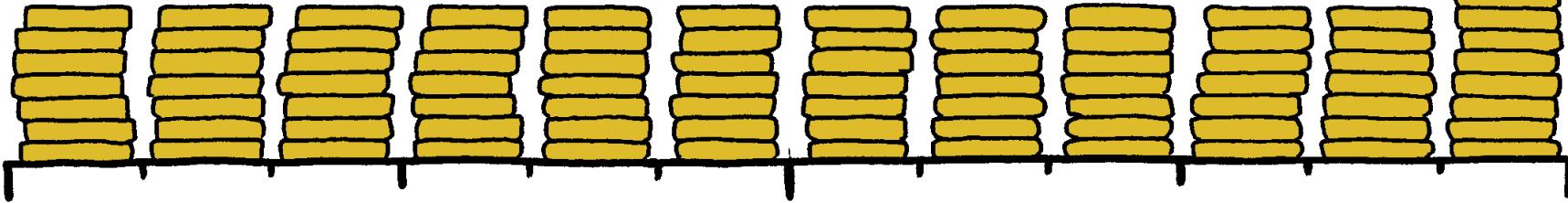




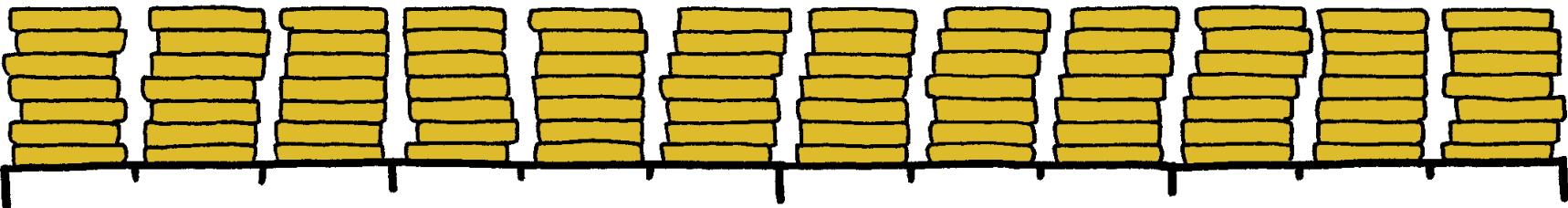
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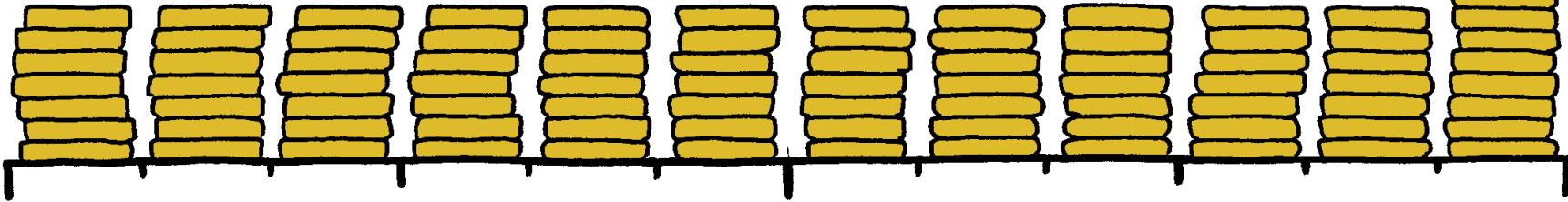
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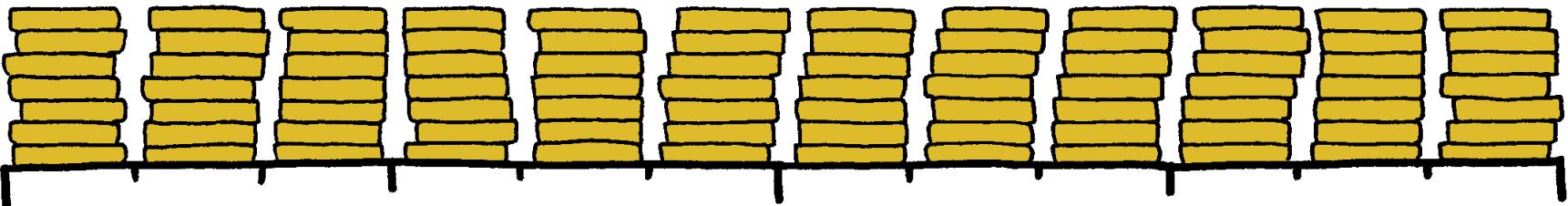
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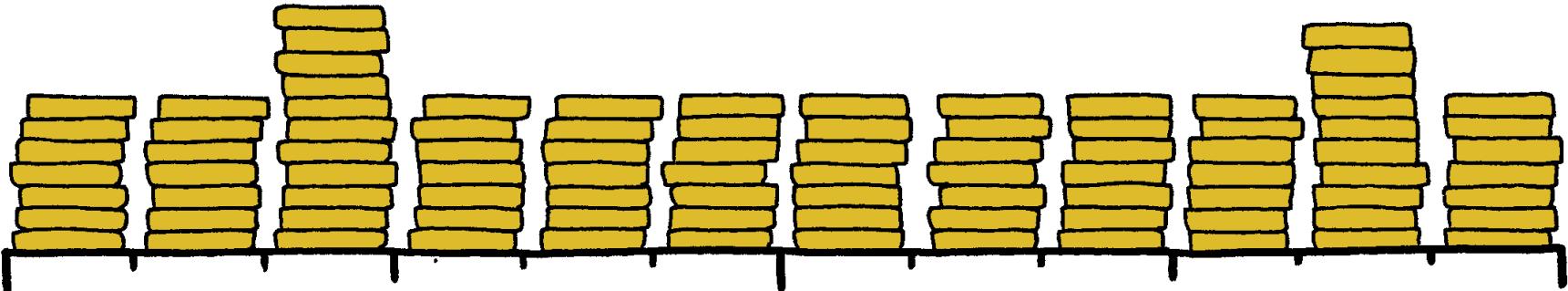
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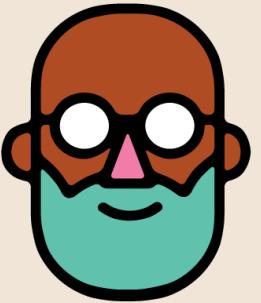
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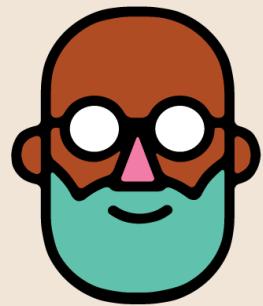
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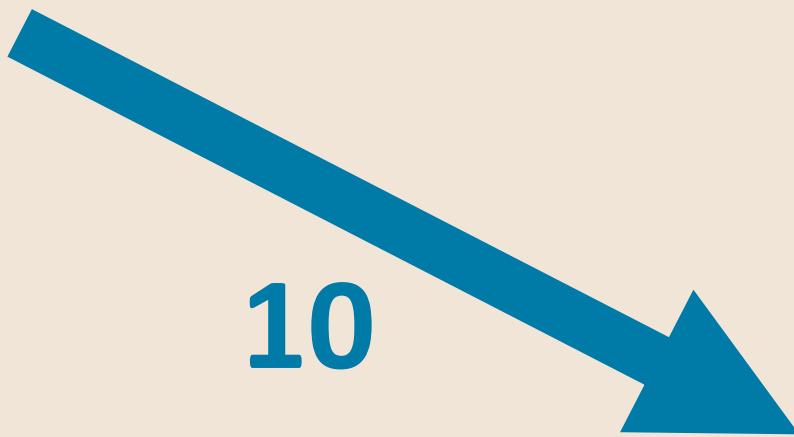
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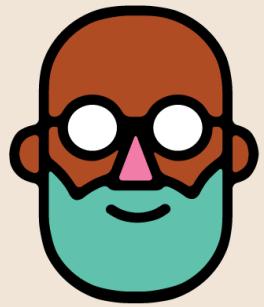
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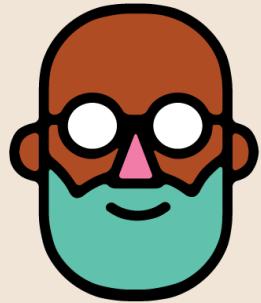


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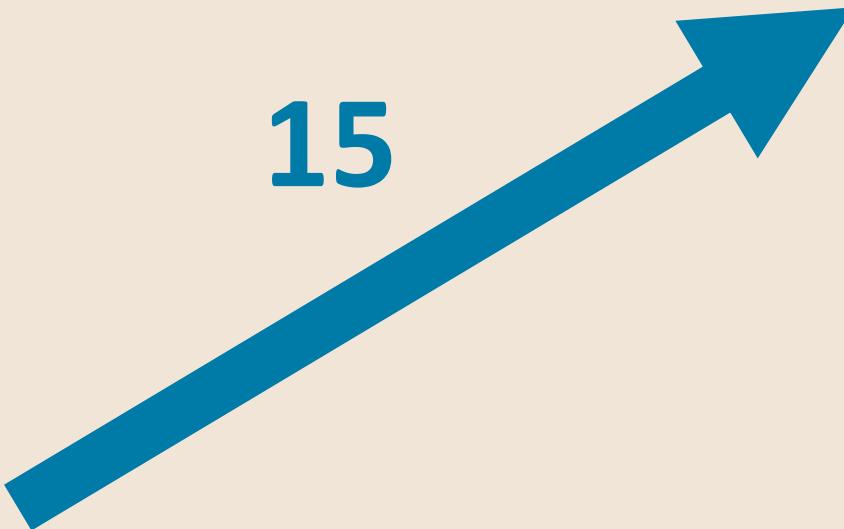
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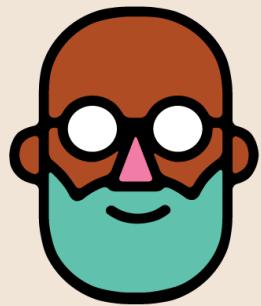
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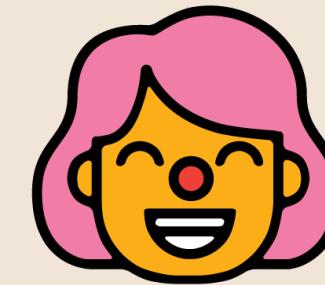
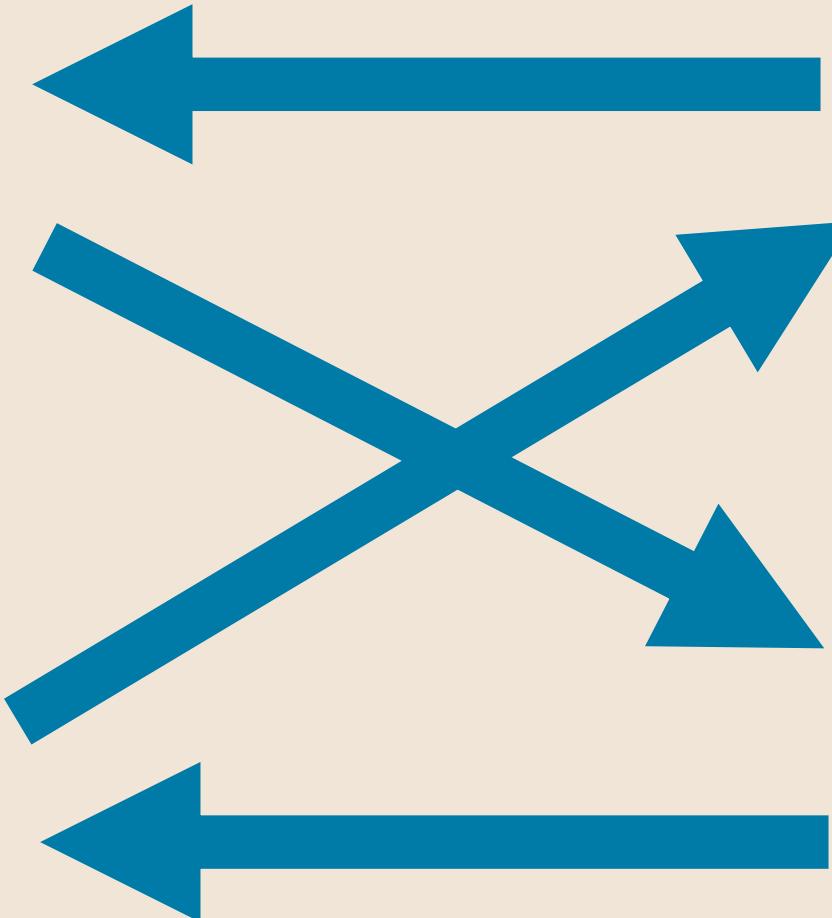
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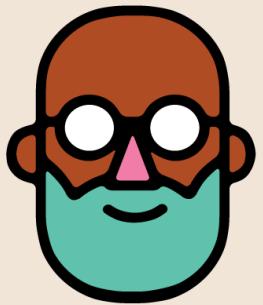


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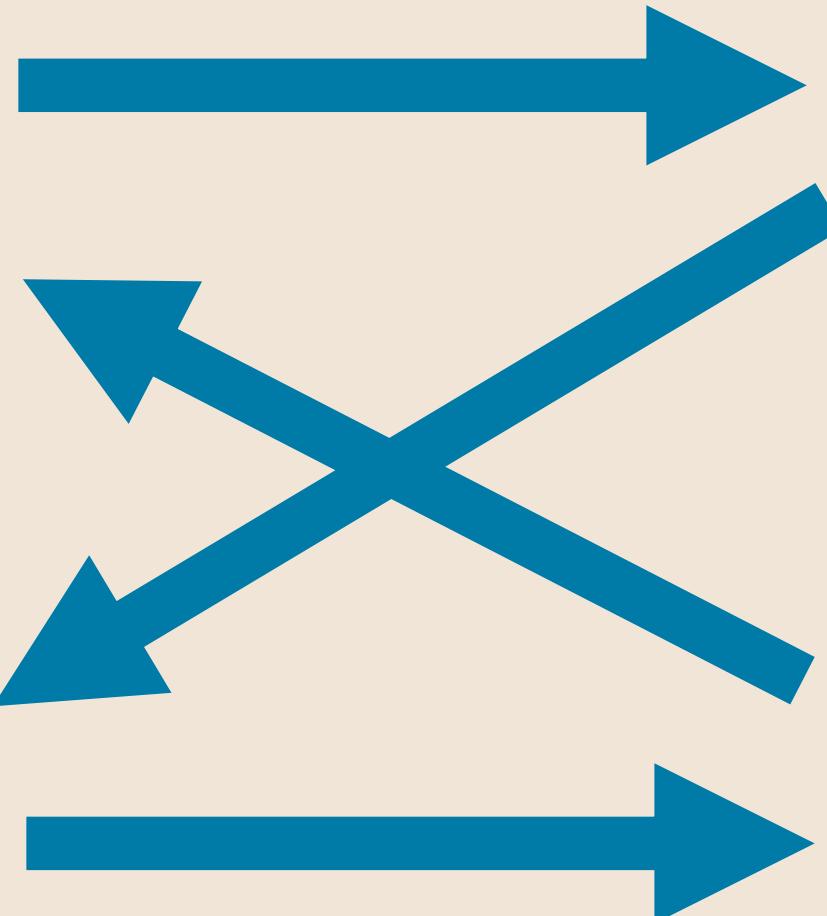


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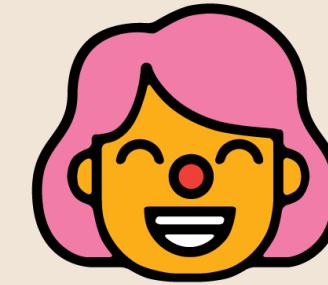


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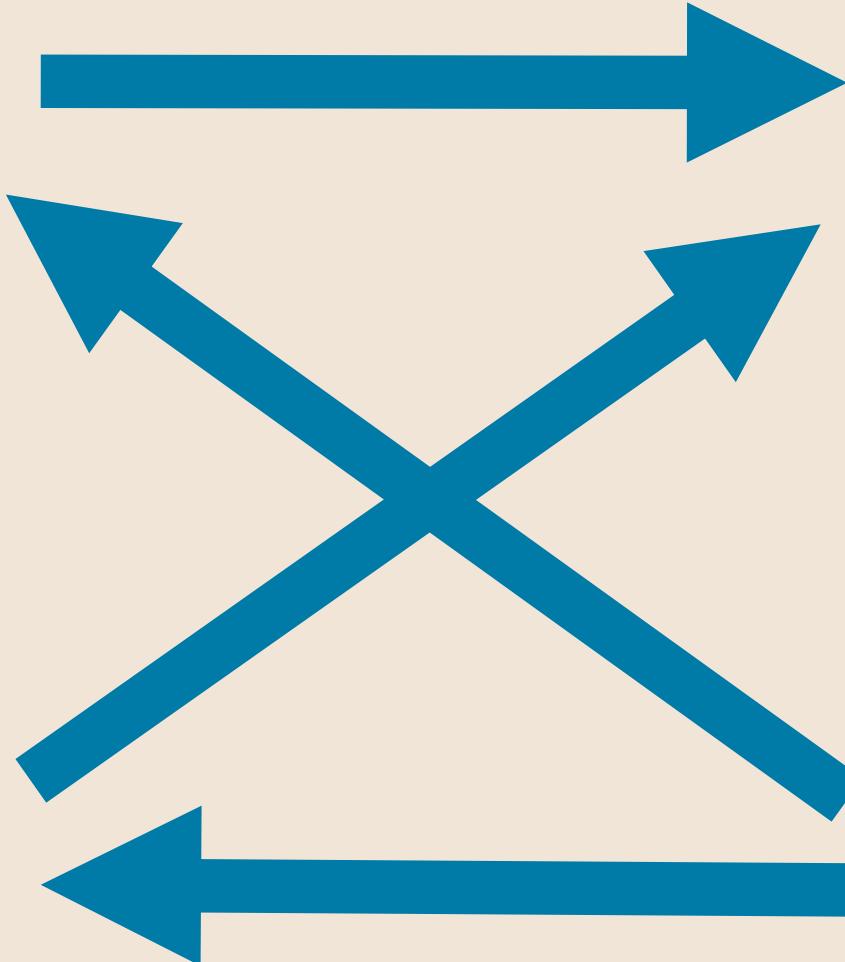
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305



320



315



€ 1000



305

260

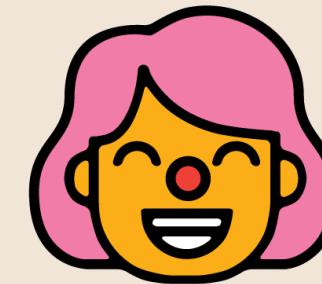


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€ 2000



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320

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€ 3000



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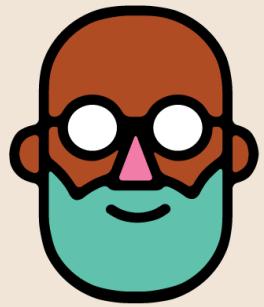


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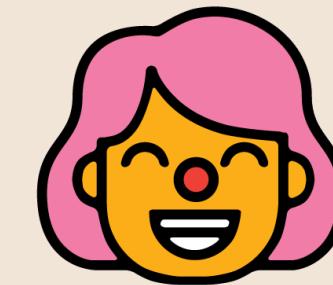


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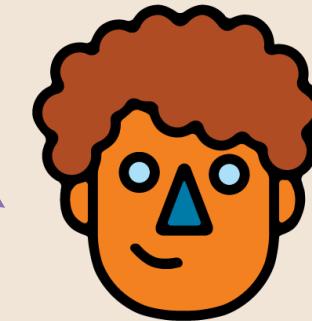
€ 787
315



€ 650
260



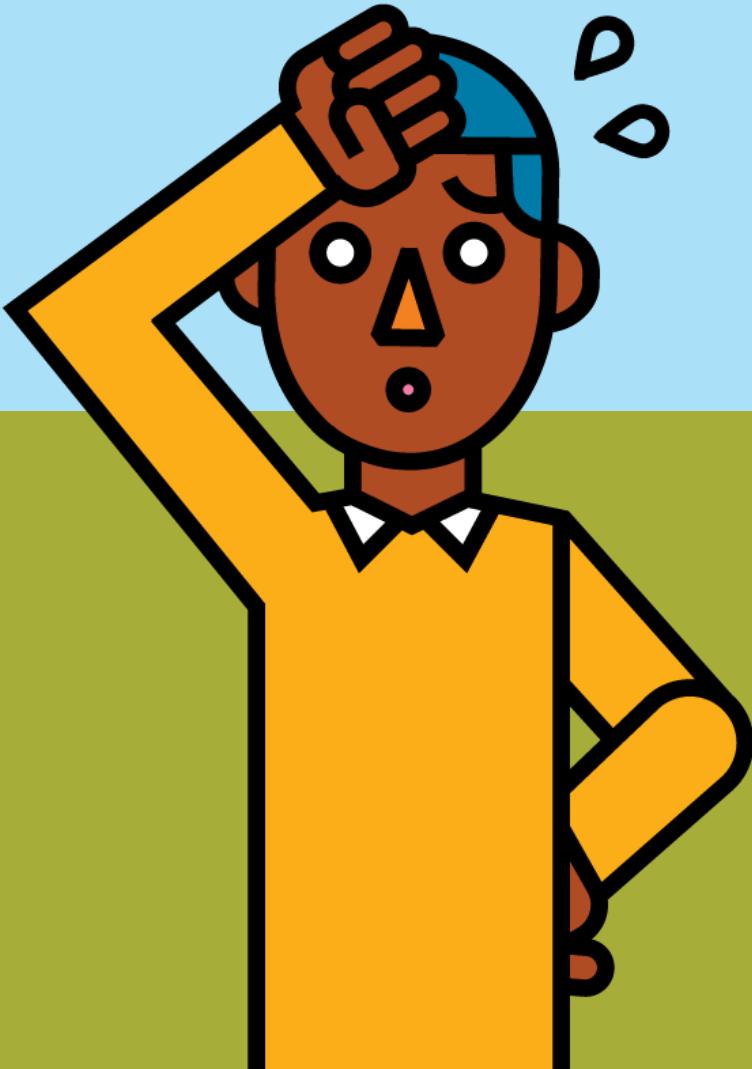
€ 763
305



€ 800
320



When is it payout time?

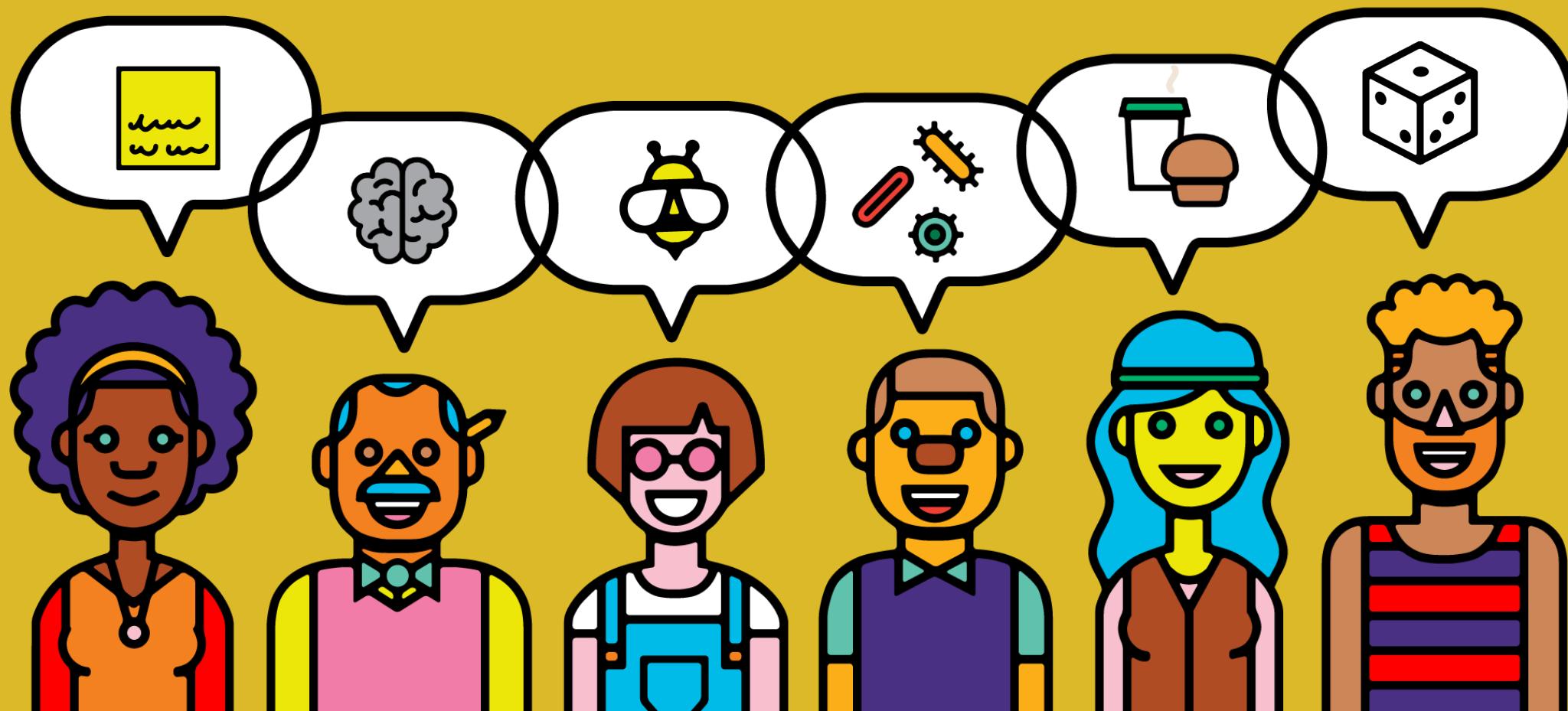


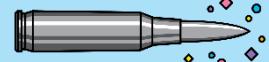


Yay!

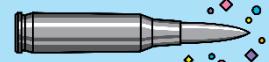


Realize your ideas with more purposeful organizations

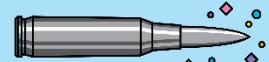




Build for meaning



Innovate management



Accelerate learning



Run experiments



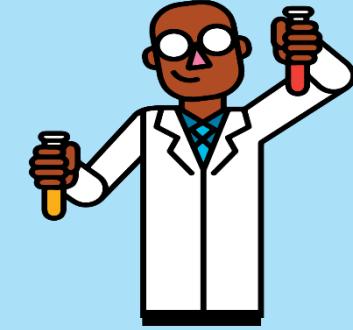
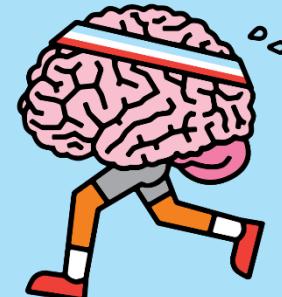
Embrace playfulness



Nurture happiness

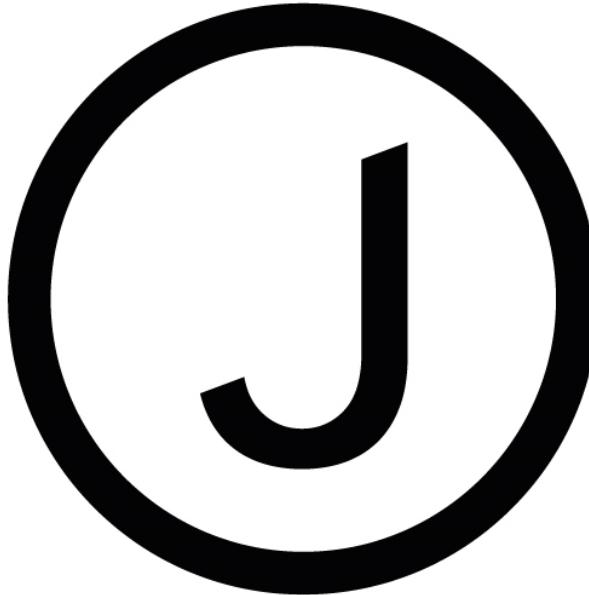


Manage the system



m30.me/happiness





JURGEN APPELO

m30.me/happiness
