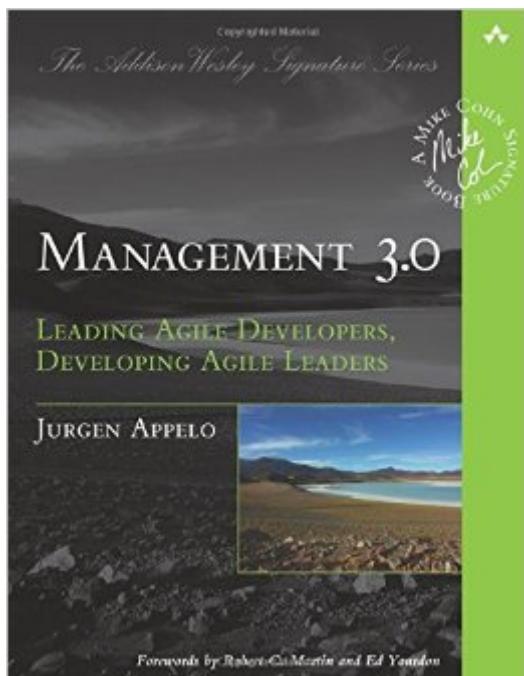


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# Management 3.0: Leading Agile Developers, Developing Agile Leaders (Addison-Wesley Signature Series (Cohn))



## Synopsis

In many organizations, management is the biggest obstacle to successful Agile development. Unfortunately, reliable guidance on Agile management has been scarce indeed. Now, leading Agile manager Jurgen Appelo fills that gap, introducing a realistic approach to leading, managing, and growing your Agile team or organization. Writing for current managers and developers moving into management, Appelo shares insights that are grounded in modern complex systems theory, reflecting the intense complexity of modern software development. Appelo's Management 3.0 model recognizes that today's organizations are living, networked systems; and that management is primarily about people and relationships. Management 3.0 doesn't offer mere checklists or prescriptions to follow slavishly; rather, it deepens your understanding of how organizations and Agile teams work and gives you tools to solve your own problems. Drawing on his extensive experience as an Agile manager, the author identifies the most important practices of Agile management and helps you improve each of them. Coverage includes:

- Getting beyond "Management 1.0" • control and "Management 2.0" • fads
- Understanding how complexity affects your organization
- Keeping your people active, creative, innovative, and motivated
- Giving teams the care and authority they need to grow on their own
- Defining boundaries so teams can succeed in alignment with business goals
- Sowing the seeds for a culture of software craftsmanship
- Crafting an organizational network that promotes success
- Implementing continuous improvement that actually works

Thoroughly pragmatic and never trendy, Jurgen Appelo's Management 3.0 helps you bring greater agility to any software organization, team, or project.

## Book Information

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## Customer Reviews

I came to Jurgen's book with the hope of learning something new in the world of management, Management 3.0 (what ever that means). What I found was a restatement of many tried and true principles. Few new practices, some cleaver pictures, and some misinformed notions around the examples he uses to support his thesis. First to the thesis, as I can best deduce it. This appears as Jurgen says in the "Story of This Book," to be a personal story, taking ten years to write. A personal set of anecdotes and experiences informed by some references. These references are a source of disappointment. At the bottom of many pages are links to suggested supporting materials. These look like references, they are not. Regarding references, most of the bibliography is solid restatements of the agile thesis, all good stuff. Where Jurgen goes off track is when he tries to connect science to his thesis of management. The science analogies are simple minded and as a biased reader with a physics (practicing for some years) background I wince at the naive approach. Getting past that, I found some of the thoughts compelling. There is solid evidence that management needs improvement. But there are many advice books already in place. Nearly every chapter starts with a slight put down of what didn't work in the past, then a weakly connected set of references for the 3.0 ideas, which are a re-statements in Jurgen's parlance - of ideas, practices and principles already in print. So the question is "why read this book, when there is really not much new there?" Well the answer is in the nuggets that can be found sprinkled in the 400 or so pages. And there are some nuggets. The notion that management is a complex adaptive system is well developed; this is not new of course.

As the editors of the platform for agile management we were curious to read Jurgens book. That's what we think of it (the full review can be found at: [...]) Jurgen's book offers a considerable amount of knowledge, combining agile and complexity thinking. It provides an overview of many theoretical elements, tries to inspect and adapt scientific theories and uses interesting imagery and analogies to better understand systemic interrelations. While appreciating Jurgen's compilation of various building blocks, we can't help asking what's actually new in it. Neither can we see a creative combination of these building blocks, nor do we understand how it justifies the label of supposedly future-oriented management 3.0. We understand how this book raises interesting theoretical

challenges, but we ask ourselves how these are to be resolved by applying well-known not to say old-fashioned principles, guidelines or checklists? Furthermore, what is the specific link between Jurgen's management approach and the agile approach to team-based leadership? If complexity is best dealt with by teams (as proposed by agile methods), why does the author seemingly deal with the complexity of management as such all by himself? How does that translate into the advice he's giving, e.g. "how do I select an authorization level?" (p.129)? Is that indeed necessarily an (arbitrary) solitary decision by one manager? Why shouldn't management be team sports as well? What we got out of the book: 1) a broad overview of many relevant theories and sources that could be helpful when it comes to clarifying current challenges. 2) a lot of basics that could serve as a kick-off for beginners or students.

Jurgen Appelo made a bold move. Being an experienced IT manager and entrepreneur, he wrote a book that goes far beyond the agile software development realm, and dances with other disciplines such as complexity theory, systems theory and management. It is not rare then that, as many other works that dare cross borders, his book is sometimes criticized by experts from the other fields (complexity, management) that see his approach as naïf. On the other hand, many people see his book as a collection of ideas that are not necessarily original, but rather taken from thousands of other works (e.g. motivational theory, among others). Now, is the book naïf on complexity theory? Maybe, but I think it does not intend to be heavy on the subject, but rather use complexity theory lightly to help understand what happens in most software development settings. Is the book completely original in what respects to management theories? Maybe not, but again, is it necessary to reinvent everything? I think this book is a useful handbook for everyone that intends to "agilize" an organization. I reinforce the word "handbook", since a "handbook" is neither necessarily a scientific piece of work nor a 100% original contribution to the field, but rather a value-added compilation of techniques useful for a particular situation. Classics such as McConnell's Code Complete or Rapid Development are in this category, in my opinion. Jurgen's book has more individual contributions than most handbooks, but anyway, I like to have it in this category. I think Management 3.0 is both useful for experienced managers and for techies recently turned managers. For the first group, it will serve as a way to refresh concepts seen in MBAs or management books, but with an agile flavor.

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