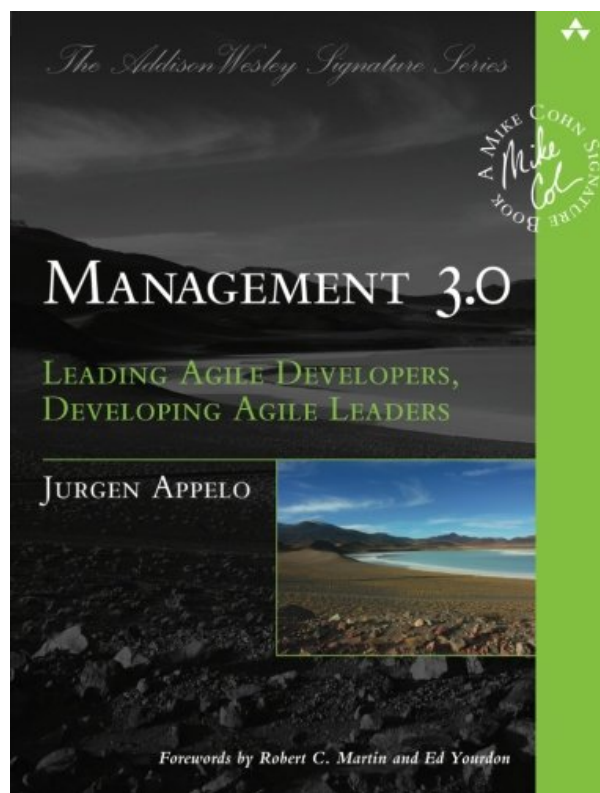
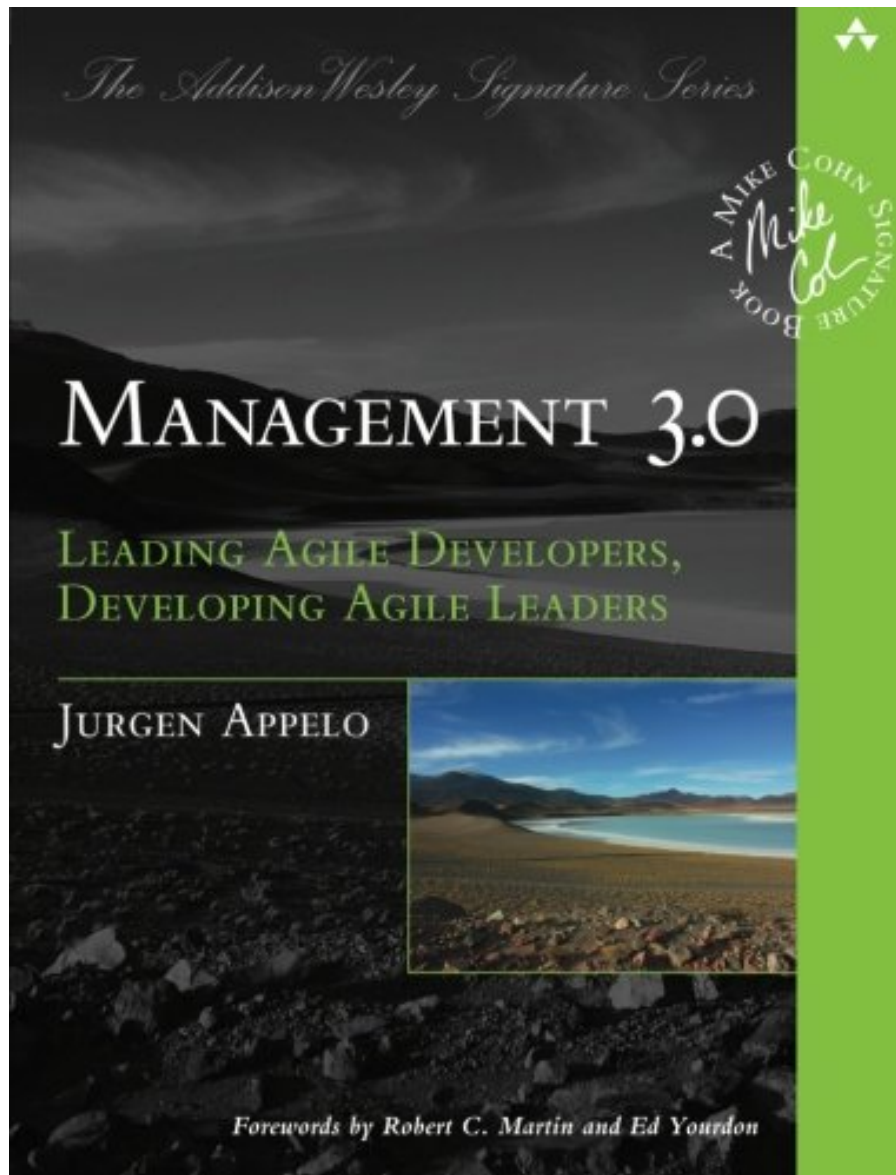


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After studying software engineering at the Delft University of Technology, and earning his Master’s degree in 1994, Jurgen busied himself either starting up or leading a variety of Dutch businesses, always in the position of team leader, manager, or executive.

Jurgen’s most recent occupation was CIO at ISM eCompany, one of the largest e-business solution providers in The Netherlands. As a manager, Jurgen has experience in leading software developers, development managers, project managers, quality managers, service managers, and kangaroos, some of which he hired accidentally.

He is primarily interested in software development and complexity theory, from a manager's perspective. As a writer, he has published papers and articles in many magazines, and he maintains a blog at www.noop.nl. As a speaker, he is regularly invited to talk at seminars and conferences.

Last but not least, Jurgen is a trainer, with workshops based on the Management 3.0 model. His materials address the topics of energizing people, empowering teams, aligning constraints, developing competence, growing structure, and improving everything.

However, sometimes he puts all writing, speaking, and training aside to do some programming himself, or to spend time on his ever-growing collection of science fiction and fantasy literature, which he stacks in a self-designed book case that is four meters high.

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Most helpful customer reviews

55 of 63 people found the following review helpful.

A Diary of the Journey to Management 3.0

By Glen B. Alleman

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 clever 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. What is useful here is the connection of the processes in simple picture. Page 13 starts the process.

But the downside of this approach is that the book does not build on the past, but instead attempts to distance the thesis from the past and replace it with a new paradigm. The 3.0 approach. There no problem in doing that. Many authors do exactly that. Collins, Norton and Kaplan, Osterwalder's Business Modeling. But take a look at Eccles, Beyond the Hype: Rediscovering the Essence of Management. Use that book as a window into any 3.0 suggestion.

What is troubling with Jurgen's approach is that it is essentially a personal narrative of how to improve the management of software development. It reminds me of David Schmaltz's book, "The Blind Men and the Elephant, another personal journey through the domain of management. Entertaining reading perhaps, but unlike David's book, Jurgen's is 400 pages and lists for \$45. Not a good return on investment for restating other people references.

In the end there are good things in the book, but you've got to work hard to find them. The writing style didn't resonant with me. It's filled with quips that make no sense except maybe to Jurgen. One of my favorites of about managing the system not the people (page 154). This is around self-organization. Jurgen's reference is Prigogine's discovery, which of course has been hugely expanded since the 1984 publication. This is typical of the references. A seminal work 30 years ago, that obviously influenced the author, but not a lot of follow up on the evolution of those ideas to today's interpretation.

On this page Jurgen states "a football team self-organizes with the boundaries of the playing field and the rules." It dawned on me that the word "football" is not the same word I use for "football." Meaning the American Football, because that football team is not self-organizing on the field and follows a strict play book (except in the broken play). This became my understanding of Jurgen's approach - it's through his eye, his culture, his experiences. It's a dairy of his journey to "Management 3.0"

So in the end when I discovered the underlying theme - personal experience and narrative - I was able to step back from my hope that the ideas in the book were tested in some way outside that personal experience.

If you're interested in sharing Jurgen's journey this is the book. If you're looking for academically sound, field tested processes this probably isn't it. Collins' Good to Great, Shenhar and Dvir's Reinventing Project Management, and an much more practical book, Goodpasture's Project Management the Agile Way: Making it Work in the Enterprise.

Like many books in the agile domain these days, they are personal anecdotes, because that's what they are intended to be. So I'd recommend the down loaded version (cheaper) and look to Goodpasture as a better source for managing agile projects and read Beyond the Hype to get calibrated.

34 of 41 people found the following review helpful.

Management 3.0 or rather Management 1.1?

By Thomas Spielhofer

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.
- 3) the challenge for us to think more in-depth about management in agile and other environments.
- 4) the challenge to inspect and adapt what Jurgen offered in order to keep the discussion about the future of management alive - whether this future is agile or not.

Sigi Kaltenecker and Thomas Spielhofer

9 of 10 people found the following review helpful.

Difficult Read but some useful info

By David Henderson

I found this to be a laborious read. The topic is potentially very interesting however, this book tries to tie together too many different pieces. For example there is a chapter which lists off about a dozen different scientific theories with little or no explanation of how these are tied into they approach. I did not feel that the book carried it's argument very well.

See all 53 customer reviews...

MANAGEMENT 3.0: LEADING AGILE DEVELOPERS, DEVELOPING AGILE LEADERS (ADDISON-WESLEY SIGNATURE SERIES (COHN)) BY JURGEN APPELO PDF

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Review

“ I don’t care for cookbooks, as in ‘5 steps to success at whatever.’ I like books that urge you to think—that present new ideas and get mental juices flowing. Jurgen’s book is in this latter category; it asks us to think about leading and managing as a complex undertaking—especially in today’s turbulent world. Management 3.0 offers managers involved in agile/lean transformations a thought-provoking guide how they themselves can ‘become’ agile.”

– Jim Highsmith, Executive Consultant, ThoughtWorks, Inc., www.jimhighsmith.com, Author of Agile Project Management

“ An up-to-the-minute, relevant round-up of research and practice on complexity and management, cogently summarized and engagingly presented.”

–David Harvey, Independent Consultant, Teams and Technology

“ Management 3.0 is an excellent book introducing agile to management. I’ve not seen any book that comes near to what this book offers for managers of agile teams. It’s not only a must read, it’s a must share.”

–Olav Maassen, Xebia

“ If you want hard fast rules like ‘if x happens, do y to fix it’ forget this book. Actually forget about a management career. But if you want tons of ideas on how to make the work of your team more productive and thereby more fun and thereby more productive and thereby more fun and...read this book! You will get a head start on this vicious circle along with a strong reasoning on why the concepts work.”

–Jens Schauder, Software Developer, LINEAS

“ There are a number of books on managing Agile projects and transitioning from being a Project Manager to working in an Agile setting. However, there isn’t much on being a manager in an Agile setting. This book fills that gap, but actually addresses being an effective manager in any situation. The breadth of research done and presented as background to the actual concrete advice adds a whole other element to the book. And all this while writing in an entertaining style as well.”

–Scott Duncan, Agile Coach/Trainer, Agile Software Qualities

“ Don’t get tricked by the word ‘Agile’ used in the subtitle. The book isn’t really about Agile; it is about healthy, sensible and down-to-earth management. Something, which is still pretty uncommon.”

–Pawel Brodzinski, Software Project Management

“ When I first met Jurgen and learned he was writing a book based on complexity theory, I thought, ‘That sounds good, but I’ll never understand it.’ Books with words like entropy, chaos theory, and thermodynamics tend to scare me. In fact, not only did I find Management 3.0 accessible and easy to understand, I can [also] apply the information immediately, in a practical way. It makes sense that software teams are complex adaptive systems, and a relief to learn how to apply these ideas to help our teams do the best work possible. This book will help you whether you’re a manager or a member of a software team”.

–Lisa Crispin, Agile Tester, ePlan Services, Inc., author of Agile Testing

“ This book is an important read for managers who want to move beyond ‘managing by hope’ and understand the underpinning of trust, motivation, and the complexity that exists in nearly every team out there.”

–Cory Foy, Senior Consultant, Net Objectives

“ This book is a very accessible compendium of team management practices based on scientific research. It’s not only the tremendous value in each page of this book, but also Jurgen’s typical sense of humor that turns this book into a pleasant read.”

–Ruud Cox, Test Manager, Improve Quality Services

“ The very heart of software development is to get people to recognize they are in a complex system that should be managed accordingly. Management 3.0 addresses both the recognition and the concomitant transformative aspects. By so doing, Jurgen Appelo provides a bridge between theory and practice that has so far been considered too far away.”

– Israel Gat, Founder, The Agile Executive, author of The Concise Executive Guide to Agile

“ If you really want to know about Agile management, read Jurgen’s book. He explains why looking for results is key to involving the team and for a great outcome. As Jurgen says, management is not simple and this book explains why. With humor and pragmatism, Jurgen shows you how you can think about management.”

– Johanna Rothman, Consultant, Rothman Consulting Group, Inc., author of Manage It!

“ In this book, Jurgen does a great job of explaining the science behind complexity and how Agile management methods have arisen from the need to manage in complex, dynamic, and unpredictable circumstances. If you’re leading Agile development teams and interested in developing your management skills, this book is a must-read.”

–Kelly Waters, Blogger, Agile Development Made Easy!

“ I firmly believe that Management 3.0 will become the ‘Bible’ of Agile management books in the decade ahead.”

– Ed Yourdon, IT Management/Software Consultant, Nodruoy, Inc., author of Death March

“ This book is not written for those who want a quick fix. This book is written for serious students who have a passion and love for management. This book is written for management craftsmen.”

–Robert C. Martin, Owner, ObjectMentor, Inc., author of Clean Code

“ Every 21st century Agile (or non-Agile) manager needs to read Jurgen Appelo’s Management 3.0. With an engaging and accessible style, Appelo outlines current theories from complexity science, management, leadership, and social systems [and] then pulls them all together with practical examples. Then he throws in reflective questions to assist managers in applying it all to their current situations. Whenever I work with a manager, executive, or leadership team, I’ll recommend this book.”

– Diana Larsen, Consultant, FutureWorks Consulting LLC, co-author of Agile Retrospectives

“ Jurgen takes his readers on a wide-ranging romp through system theory, complexity theory, management theory—and distills it for practical application. His book will help managers think about their work differently and expand their options for effective action in the workplace.”

– Esther Derby, Consultant, Esther Derby Associates, Inc., co-author of Behind Closed Doors: Secrets of Great Management

“ Jurgen managed to write a book that links the tons of books he has read. Although there were a few moment I did not agree with him, I loved the way this book challenged my thinking. This is the perfect book if you want to know how to create your own answers in this complex world.”

–Yves Hanouille, Agile Coach, PairCoaching.net

“ Management 3.0 brings together the best thinking in the fields of complex adaptive systems, Agile management, and Lean product delivery to suggest a pragmatic framework for effective management in the 21st century. To be successful in the face of rapidly changing market conditions, we must create organizations that enable our people to adapt, with a minimal amount of oversight and direction. Management 3.0 gives us a roadmap for leading teams in the face of profound uncertainty. Jurgen has made a significant contribution to the field of Agile management and leadership.”

–Mike Cottmeyer, Agile Coach, LeadingAgile

“ Too many Agile practitioners ignore the realities of the real world. But in the real world Agile projects must be managed, directed, and moved forward. This benefits both the company and the team, and Jurgen has done a great job of bringing those practices into focus in a real and practical way. If you’re involved with Agile software in a shop of any size, or if you’re a manager (or executive) who’s seen the benefits of Agile and want to bring them into your shop, you owe it to yourself to read this book.”

–Jared Richardson, Agile Coach, Logos Technologies, co-author of Ship It!

“ I had felt quite well-equipped to manage teams adopting an Agile software development approach, having read works like Managing Transitions, Leading Change, and Behind Closed Doors, until I began to read Management 3.0. Appelo’s compendium works at a variety of levels: It helps novice managers with a diverse collection of easy-to-apply models, it helps experienced managers see what they need to unlearn, and I assume it will help even expert managers adapt to contemporary styles of leadership and governance. Management 3.0 has opened my eyes to the vast world of modern-day management whose surface I see I have only scratched so far, and I look forward to Appelo’s work guiding me along as I learn.”

–J.B. Rainsberger, Consultant, Coach, Mentor, jbrains.ca, author of JUnit Recipes

“ Software projects are complex living systems; knowledge loss happens as soon as you manage them. Make your life easier, minimize the loss: Read this book!”

–Jacopo Romei, Agile Coach, co-author of Pro PHP Refactoring

“ For people who ‘get’ the message, this book may prove to be as valuable as Darwin’s book On the Origin of Species.”

–Florian Hoornaar, Entrepreneur, Octavalent

From the Back Cover

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.

About the Author

Jurgen Appelo is a writer, speaker, trainer, developer, entrepreneur, manager, blogger, reader, dreamer, leader, and freethinker. And he's Dutch, which explains his talent for being weird.

After studying software engineering at the Delft University of Technology, and earning his Master's degree in 1994, Jurgen busied himself either starting up or leading a variety of Dutch businesses, always in the position of team leader, manager, or executive.

Jurgen's most recent occupation was CIO at ISM eCompany, one of the largest e-business solution providers in The Netherlands. As a manager, Jurgen has experience in leading software developers, development managers, project managers, quality managers, service managers, and kangaroos, some of which he hired accidentally.

He is primarily interested in software development and complexity theory, from a manager's perspective. As a writer, he has published papers and articles in many magazines, and he maintains a blog at www.noop.nl. As a speaker, he is regularly invited to talk at seminars and conferences.

Last but not least, Jurgen is a trainer, with workshops based on the Management 3.0 model. His materials address the topics of energizing people, empowering teams, aligning constraints, developing competence, growing structure, and improving everything.

However, sometimes he puts all writing, speaking, and training aside to do some programming himself, or to spend time on his ever-growing collection of science fiction and fantasy literature, which he stacks in a self-designed book case that is four meters high.

Jurgen lives in Rotterdam (The Netherlands)—and sometimes in Brussels (Belgium)—with his partner Raoul. He has two kids and an imaginary hamster called George.

Some people may be giggling when considering you reading **Management 3.0: Leading Agile Developers, Developing Agile Leaders (Addison-Wesley Signature Series (Cohn)) By Jurgen Appelo** in your downtime. Some may be admired of you. And also some might want be like you who have reading leisure activity. Just what about your personal feeling? Have you felt right? Reading Management 3.0: Leading Agile Developers, Developing Agile Leaders (Addison-Wesley Signature Series (Cohn)) By Jurgen Appelo is a need and a hobby simultaneously. This problem is the on that will make you really feel that you should check out. If you know are trying to find the book entitled Management 3.0: Leading Agile Developers, Developing Agile Leaders (Addison-Wesley Signature Series (Cohn)) By Jurgen Appelo as the choice of reading, you can find below.