## Index

Α	С	Cockburn, Alistair, 42
Acceptance (CHAMPFROGS model), 203	Carlyle, Thomas, 40	code of conduct, for guilds/huddles, 117
adaptive walk, 153	CCP Games, 20	Coens, Tom, 132, 133
Advise (delegation level), 66-67	celebration grid, 235-249	collaboration, 42-43
Agree (delegation level), 66-67	celebrating good practices, 240, 242	communication, 39-57
Aim (12 Steps to Happiness), 226	constructive criticism and, 241	collaboration and, 42-43
animated systems, 150	example, 245, 247	conversation and, 52–53
Anioła, Piotr, 114	getting started, 248	getting started, 56
anonymity, motivation and, 32	implementing, 242-244	for guilds and huddles, 119
Appelo, Jurgen, 79	learning from experimenting, 238–239, 242	"management by sitting around," 46–47
Argyris, Chris, 8	overview, 236–237	"management by walking around," 15, 44
Atlassian, 84, 98	for retrospective, 246	observer effect for, 50
	tips and variations, 249	overview, 40, 41
В	CHAMPFROGS model	personal maps for, 51, 54–57
balanced scorecards, 7, 163	Acceptance, 203	proximity to coworkers, 43, 50, 51
Barcia Palacios, Gerardo, 213	adapting to, 201	remote working arrangements and, 44, 48–49
Bell Labs, 43	Curiosity, 202	tips and variations, 57
big data, 152	defined, 200	communities of practice (COP), 113-115
Bogsnes, Bjarte, 176	Freedom, 205	compensation. See merit pay
bonus systems, 176-177	Goal, 206	competence levels, 73
boundaries, defining, 65	Honor, 202	complexity theory, 12, 198-199
Bowler, Paul, 35	Mastery, 203	complexity thinkers, 9
Branson, Richard, 11, 46, 48	Order, 206	ComSysto, 119
Brightside Group, 34	Power, 204	constructive criticism, 241
Brin, David, 60	Relatedness, 205	Consult (delegation level), 66–67
broken windows theory, 154	Status, 207	context, for feedback, 135
Browning, Elizabeth Barrett, 148	See also motivation	control, delegating, 9–11
Bua, Riccardo, 53	cheating, dealing with, 33	conversation, 52-53
Bujold, Lois McMaster, 236	Cisco Systems, 19, 96	corporate huddles, 116. See also guilds and huddles
Burchell, Michael, 257	Claverie, Anthony, 104	creative workers, 3
business huddles, 116. See also guilds and huddles	clients, defined, 16	crowdfunding, internal, 100-101

Csikszentmihalyi, Mihaly, 208	employees	failure, learning from, 238–239
cultural background	diversity of workers, 203	fairness, 79
differences in, 256	employee handbooks, 86-87	FedEx Corp., 98
values and, 83, 88-90 (See also values)	empowerment of, 64, 204	feedback, 123-145
Culture Book (Zappos), 86	engagement of, 196, 209	celebration grid for, 243
Curiosity (CHAMPFROGS model), 202	See also celebration grid; communication; delegation;	context for, 135
	exploration and self-education; feedback; happiness;	example, 143
D	kudo box; Management 3.0; measurement; merit pay;	expressing emotions and, 137
Dahlbäck, Johan, 259	motivation; values	feedback wrap, 141
darkness principle, 63	Enron, 25, 88	getting started, 144
dehumanization, 159	European Commission, 105	1appiness door for, 227-229, 231
delegation, 59-75	Exercise (12 Steps to Happiness), 224	observations for, 136
competence levels and, 73	Experience (12 Steps to Happiness), 225	offering suggestions with, 139
of control, 9–11	experimenting, 251–262	overview, 123-125
defining boundaries, 65	business culture differences, 256	performance appraisals, 132-134
delegation board, 68–69	developing good habits, 258–259	"praise sandwich" and, 140
delegation poker game, 70–71	enjoying job and, 261–262	tips and variations, 144
distributed control, 62-63	enjoying managing and, 260	trust and, 129-131
employee empowerment, 64	finding ideas, 254	value recognized in work and, 138
getting started, 74	learning from, 257	work schedules and, 126-128
overview, 60-61	overview, 252-253	written, 134, 141
self-organization and, 72	principles over practices for, 255	Fey, Tina, 2
seven levels of, 66-67	exploration and self education, 93–107	flat compensation systems, 178
tips and variations for, 75	education days, 96-97	Fleming, Nic, 25
Deming, W. Edwards, 238	exploration days, 102-103	flextime, 126
distributed control, 62-63	getting tarted, 106	Fonte Medicina Diagnóstica, 188
diversity, of workers, 203	internal crowdfunding, 100–101	Freedom (CHAMPFROGS model), 205
Drucker, Peter F., 12, 95, 155	overview, 94-95	Frost, Robert, 110
Dutch Gymnastics Federation, 114–115	rotation days, 105	Future Processing, 20
	ShipIt days, 98-99, 104	
E	tips and variations, 107	G
earned income, 174-175	extrinsic motivation, 26, 198-199	Gallup, 220
Eat well (12 Steps to Happiness), 224		Galsworthy, John, 124
education days, 96-97	F	gemba, 44
emotion, expressing, 137	Facebook, 98	Gilbert, Daniel T., 221

Give (12 Steps to Happiness), 223	overview, 218-219	J
Goal (CHAMPFROGS model), 206	success from, 221	Jenkins, Mary, 132, 133
goals, for value selection, 85	tips and variations, 233	
Goodall, Jane, 78	12 Steps to Happiness, 222-226	K
good habits, 258–259	See also experimenting; Management 3.0	Kafka, Franz, 24
Goodhart's law, 155	Happy Melly, 52, 150, 160	Kahneman, Daniel, 254
good practices, celebrating, 240, 242	Harford, Tim, 46	key performance indicators, 166
Google, 96, 100, 150, 151	Hawthorne Effect, 154	kickoff days, for guilds, 119
gratitude, 79	Help (12 Steps to Happiness), 223	Klipp, Paul, 30
greed, problem of, 25	hierarchy, of organizations, 63, 64	knowledge sharing. See guilds and huddles
guilds and huddles, 109–121	hierarchy of needs, 206	Kohn, Alfie, 157, 197
business huddles, 116	Hike (12 Steps to Happiness), 225	kudo box
communities of practice (COP), 113-115	Hoffman, Florian, 119	examples, 31, 34, 35
getting started, 120	Hofstede, Geert, 83	getting started, 36
guild kickoff days, 119	Holmqvist, Inga-Lill, 72	goals of, 24
guilds in Middle Ages, 112	Honor (CHAMPFROGS model), 202	kudo cards, 18, 36, 37
overview, 110-111	honor, value of, 79	kudo cards and measurement, 160
special interest groups, 118	Hoverstadt, Patrick, 102	kudos, defined, 31
tips and variations, 121	huddles, 116. See also gu. lds and	overview, 30-32
tribes, 117	huddles	teamwork and, 33-34
	humanization, 15?	tips and variations, 37
Н	Hurley, Robert 130	See also motivation
"Hackathon Ideas" (Facebook), 98	18th	
hackathons. See exploration and self-education		L
Hamel, Gary, 113, 253	idea farmers, 254	Laloux, Frédéric, 208
Handbook for New Employees (Valve), 86	JLEO, 86	Law of Requisite Variety, 8-9
happiness, 217-233	individualism index, 83	learning, from experimenting, 238–239, 242, 257
engagement versus satisfaction, 220	InfoJobs, 20	Lind, Juhani, 118
enjoying job and, 261–262	innovation stock market, 100	Linden Lab, 31
enjoying managing and, 260	Inquire (delegation level), 66-67	LinkedIn/Adler Group, 220
feedback and influence for, 230-231	integrity, 79	Little Book of IDEO (IDEO), 86
getting started, 232	internal crowdfunding, 100–101	LoveMachine, 31
happiness door and, 227-229, 231	intrinsic motivation, 27, 101, 179,	Lowney, Geoffrey, 245
happiness index, 227, 228	198-199	Luce, Clare Boothe, 172
improving worker happiness, 5	involvees, defined, 16	Lum, Ken, 5
organizational culture and, 2		Lunar Logic Polska, 30

M	overview, 148-149	extrinsic, 26, 198-199
Management 3.0, 1–21	purpose of, 150	getting started, 214
delegating control for, 9–11	rules, overview, 162	intrinsic, 27, 198-199
examples of, 19-21	scoreboard index for, 166-167	kudo box, examples, 31, 34, 35
improving approach to management, 4	skepticism about, 154	kudo box goals, 24
Management 1.0 and, 6	targets for, 155	kudo box implementation, 36-37
Management 2.0 and, 7–8	tips and variations, 169	kudo cards, 18, 36, 37
need for management, 12–14	of unknown, 151	kudos, overview, 30-32
overview, 2-5	values and, 158	measurement and, 157
practices of, 17-18	Meditate (12 Steps to Happiness), 225	moving motivators exercise, 210-211, 212-213
principles of, 15–16	merit pay, 171–191	overview, 194-195
See also celebration grid; communication; delegation;	addressing problems of, 187	rewards for, 28–29
exploration and self-education; feedback; happiness;	bonus systems and, 176–177	as systemic, 208
kudo box; measurement; merit pay; motivation; values	cashing earnings, 183	teamwork and, 33–34
Management 3.0 (Appelo), 79	customizing, 186	tips and variations, 215
management by objectives, 155	earned income and, 174–175	moving motivators exercise, 210-211, 212-213
"management by sitting around" (MBSA), 46–47	examples, 188, 189	
"management by walking around" (MBWA), 15, 44	flat compensation systems and, 178	N
Maslow, Abraham, 206	getting started, 190	Netflix, 87
Mastery (CHAMPFROGS model), 203	merit systems, defined, 179	non-zero-sum game, 156
Maudal, Olve, 96	money as distraction, 185	
Mayer, Marissa, 48	overview, 172-173	0
McCarthy, Jim, 54	peer recognition and, 181–182	observation, for feedback, 136
McKeown, Les, 209	rules for rewards, 184	observer effect, 50, 154
measurement, 147-169	tips and variations, 191	Ogilvie, Sheilagh, 112
accountability for, 156	virtual currency as, 180	one-on-ones, for managers and employees, 7
changing approach to, 161	"Meti ocology, Interoperability and Architecture" (European	Order (CHAMPFROGS model), 206
context of, 163-164	Commission), 105	organizational culture
to delight stakeholders, 153	Middle Ages, guilds in, 112	business guilds/huddles and, 117
frequency of, 160	Mintzberg, Daniel, 255	culture-driven values, 88-90 (See also values)
getting started, 168	Moss Kanter, Elisabeth, 80	responsibility for happiness and, 2
humanization for, 159	motivation, 23-37, 193-215	overjustification effect, 26
for improvement, 152	background, 25	
measurement dysfunction, 156	CHAMPFROGS model of, 200-207	P
motivation and, 157	employee engagement and, 196, 209	Patterson, Kerry, 27, 43
organizing, 165	expectations for, 197	pay-for-performance, 158

peer recognition, 181-182	Rosedale, Philip, 31	Sell (delegation level), 66-67
performance appraisals, 132-134	rotation days, 105	Senge, Peter, 88
personal maps, 51, 54-57. See also communication	Rother, Mike, 258	Seven Levels of Delegation, 66-67
Picasso, Pablo, 94	Rubarth, Peter, 47	Shepherd, Gary, 34
Pires, Cláudio, 188	rules of measurement	ShipIt days, 98-99, 104
Power (CHAMPFROGS model), 204	context of, 163-164	Smile (12 Steps to Happiness), 226
power distance index, 83	Delight all stakeholders (Rule 4), 153	Socialize (12 Steps to Happiness), 226
practices, of Management 3.0, 17–18	Distrust all numbers (Rule 5), 154	special interest groups (SIGs), 118
"praise sandwich," 140	Don't connect metrics to rewards (Rule 8), 157	Spotify, 20, 98
presence-driven work environment, 125	getting started, 168	stakeholders, defined, 16
principles	Measure early and often (Rule 11), 160	State of the Global Workplace (Gallup), 220
importance of, 255	Measure for a purpose (Rule 1), 150	Status (CHAMPFROGS model), 207
of Management 3.0, 15–16	organizing, 165	Stef, Flavius, 189
proximity, to coworkers, 43, 50, 51	overview, 148-149, 162	stories, about values. See values
punishment, avoiding, 240	Own your metrics (Rule 7), 156	suggestions, offering, 139
purposeful systems, 150	Promote values and transparency (Pule 9), 158	Sullivan, Anne, 194
	scoreboard index for, 166–167	systems thinking, 12
R	Seek to improve (Rule 3), 152	
Radics, Sebastian, 212	Set imprecise targets (Rule 6), 155	T
reflexivity, 154	Shrink the Unknown (Rule 2), 151	teams
Reinertsen, Donald, 65, 238	tips and variations, 169	delegation boards of, 69
Relatedness (CHAMPFROGS model), 205	Try something else (Rule 12), 161	education of (See exploration and
remote working, 44, 48-49, 127	Visualize and humanize (Rule 10), 159	self-education)
Requisite Variety, Law of, 8-9	Runbeck, Margaret Lee, 218	teamwork, 33-34
Rest well (12 Steps to Happiness), 224		values of, 84 (See also values)
retrospective, 246		See also guilds and huddles
rewards	safe-to-fail environment, 180	telecommuting policy, 127
measurement and, 157	satisfaction, engagement versus, 220	Tell (delegation level), 66-67
merit pay and, 184	scoreboard index, 166-167	Thank (12 Steps to Happiness), 223
rules for, 28-29	Seely Brown, John, 113	360-degree feedback, 7
Richards, Ann, 252	self-discipline, 79	time-driven work environment, 125
Rippas (Virgin Mobile), 35	self-education. See exploration and	total quality management (TQM), 8
	self-education. See exploration and	
risk compensation, 154	self-education	traceability of authorization, 63
risk compensation, 154 Roberts, John, 196	·	. ,

trust	measurement and, 158	rewards and, 184
developing, 129-131	overview, 78-79	See also merit pay
feedback wrap and, 142 (See also feedback)	team values, 84	
trust-driven work environment, 125, 126	tips and variations, 91	W
trust-only work environment, 130	value list, 82-83	Wammes, Jeffrey, 114-115
12 Steps to Happiness, 222–226	Valve, 86	Wenger, Etienne, 114
"20 percent time" (Google), 96	Van Halen, Ivo, 73	Wood, Robie, 246
	vanity metrics, 152	Wooga, 20
U	Velitchkov, Ivo, 105	word list, for values, 82-83
uncertainty avoidance, 83	Verdonk, Patrick, 230	work schedules, 126-128
unlimited vacation policy, 128	VI Company, 19	written feedback, 134, 141
	Virgin Group, 46	Wunder, Stefan, 231
V	Virgin Mobile, 35	
vacation time, 128	virtual currency	Y
values, 77-91	addressing problems of, 187	Yahoo!, 48
creating value, 80	cashing earnings from, 183	Yahoo!, 48
culture-driven values, 88-90	customizing, 186	Z
at different organizational levels, 85	defined, 180	Zappos, 31, 86
employee handbooks, 86-87	money as distraction, 185	zero-sum games, 156
feedback about value recognized in work, 138	peer recognition and, 181–182	Zimończyk, Agnieszka, 89