Stoos Gathering
Comparison of approaches to transforming management
Draft Steve Denning January 14, 2012

Suggestions for improvement should be sent to steve@stevedenning.com

Approach	Organizational Goal	Role of managers & how work gets done	Coordination of work	Values	Communications
Traditional management	Maximize shareholder value http://twurl.nl/h4xfju	Managers controlling individuals	Bureaucratic plans and controls	Preoccupation with efficiency	Top-down commands
Radical management (Steve Denning) http://twurl.nl/erctvr	Delight customers http://twurl.nl/umpgl7 http://twurl.nl/mrezep	Managers act as enablers of teams & removers of impediments Peer-to-peer accountability of teams http://twurl.nl/n8zlsm	Iterative customer-driven coordination http://twurl.nl/rdydyo	Radical transparency, continuous improvement & sustainability http://twurl.nl/kgufu0	Horizontal conversations http://twurl.nl/rkuuo5
Management 3.0 (Jurgen Appelo)	Improve everything	Energize people Empower teams Develop competence	Align constraints Grow structure	Improve everything	
Beyond budgeting (Franz Roosli)	Principle #7 - Goals: Set ambitious medium-term goals, not short-term negotiated targets	Principle #4 - Teams: Organize around a network of accountable teams, not centralized functions Principle #11- Resources: Make resources available just-in-time, not just-in-case	Principle #2 - Governance: Govern through shared values and sound judgment, not detailed rules and regulations Principle #6 - Accountability: Base accountability on holistic criteria and peer reviews, not on hierarchical relationships Principle #8 - Rewards: Base rewards on relative performance, not fixed targets Principle #9 - Planning: Make planning a continuous and inclusive process, not a top-down annual event Principle #10 - Coordination: Coordinate interactions dynamically, not through annual	Principle #1 - Values: Bind people to a common cause, not a central plan Principle #3 - Transparency: Make information open and transparent, don't restrict and control it Principle #5 - Trust: Trust teams to regulate and improve their performance; don't micro-manage them	

			budgets Principle #12 - Controls: Base controls on fast, frequent feedback, not on budget variances		
Henry Mintzberg Six plane model		Leading & linking Doing and dealing	Controlling		Communicating
The Toyota Way (2001)		Challenge Relentless improvement (Kaisan) Go and see (Genchi Gembutsu) Respect Teamwork		Respect for people; continuous improvement	
Gary Hamel (Management 2.0)		(First, let's fire all the managers)	Markets (flexibility)	Life (variety) Democracy (activism) Faith (meaning) Cities (serendipity)	
Peter Drucker	Create customers	Set objectives Develop people Organize Measure			Motivate and communicate
. Edwards Deming 14 points	Create constancy of purpose. Minimize total cost.	Institute training. Break down barriers. Institute leadership.	Adopt the new philosophy. Cease dependence on inspection. Eliminate targets. Eliminate management by objective.	Improve constantly. Drive out fear. Develop pride of workmanship. Institute self-improvement. The transformation is everybody's job.	
Spiral dynamics		An integrative system which combines an organism's necessary self-interest with the interests of the communities in which it participates.		Holistic	
Julian Birkinshaw: Reinventing management	Oblique objectives	Enabling individuals and motivation: collective wisdom	Obliquity over alignment	Intrinsic motivation ahead of extrinsic motivation	
Wiki-management (Rod Collins)	Understand what's most important to customers	Aggregate and leverage collective knowledge	Focus on the critical few performance drivers Hold people accountable to their peers.		Build shared understanding by bringing everyone together in open conversations
Sanjiv Augustine	We increase return on investment by making	Foster alignment and cooperation	We deliver reliable results by engaging		

	continuous flow of value our focus.	Encourage emergence and self-organization Institute learning and adaptation We unleash creativity and innovation by recognizing that individuals are the ultimate source of value, and creating an environment where they can make a difference. We improve effectiveness and reliability through situationally specific strategies, processes and practices.	customers in frequent interactions and shared ownership We expect uncertainty and manage for it through iterations, anticipation and adaptation. We boost performance through group accountability for results and shared responsibility for team effectiveness.		
John Styffe		A new mentality. Guidance and guide. Support the individual. People are allowed to be themselves and to flourish in their creativity and productivity.			A new language
Elastic Leadership: Three team phases/ leadership types (Roy Osherove)	Leadership relevant to the current situation http://5whys.com/ blog/the-3-maturity-stages-of-a-software-team-and-how-scrum-fails.html	Chaotic Stage – the state where a team does not posses the skills, motives or ambition to become a mature self managing team. Mid-Life stage – where a team possesses some skills for self management and decision making , and can make some of its own decisions without needing a team lead. Mature stage – where a team is practically fully self managing and a team leader is mostly a coach rather than a decision maker.			
Customer capitalism (Roger Martin) http://twurl.nl/tav0g0	Delight the customer	Focus work on improving products and services for customers		Value for customers Authenticity Integrity	
Clayton Christensen http://twurl.nl/ptkf1z	Deliver "the job to be done" for the	Define "the job to be done", put less		Innovation Disruption	

	customer perfectly	emphasis on the product Provide customer experiences that do the job perfectly Integrate around the job to be done, not the product		Compete against non-consumption Supply chain disruption Target the job to be done, not the customer Catch the tide of commoditization	
Lean startups (Eric Ries) http://twurl.nl/1dn7t3 http://twurl.nl/uofprd http://twurl.nl/mrfz4o	Add value for customers	Teams Enablement Pushing down responsibility to those doing the work	Kanban Work isn't done until customers verify that value has been added	Transparency Continuous improvement	
Agile Manifesto (2001) http://twurl.nl/2wcih2 http://twurl.nl/uo7kmt	Working software Our highest priority is to satisfy the customer through early and continuous delivery of valuable software. Working software is the primary measure of progress.	Individuals and interactions Customer collaboration Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.	Responding to change over following a plan At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.	Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely. Continuous attention to technical excellence and good design enhances agility. Simplicity--the art of maximizing the amount of work not done--is essential. The best architectures, requirements, and designs emerge from self-organizing teams.	The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
Comprehensive Profit Drucker Institute Rick Wartzman	Focusing relentlessly on providing value to customers	Treating employees as the company's most precious asset, and investing in them accordingly Continuously innovating, abandoning and improving products, services, policies and procedures		Actively seeking ways to turn social problems into genuine business opportunities, where it makes strategic sense to do so Always acting in the long-term interests of the enterprise Above all, never knowingly doing harm to the company itself or to anything or anyone it touches	
Cynefin framework		The Cynefin framework has five domains. The first four domains are: **Simple**, in which the relationship between cause and effect is obvious to all, the approach is to *Sense - Categorise - Respond* and we can			

		apply *best* practice. **Complicated**, in which the relationship between cause and effect requires analysis or some other form of investigation and/or the application of expert knowledge, the approach is to *Sense - Analyze - Respond* and we can apply *good* practice. **Complex**, in which the relationship between cause and effect can only be perceived in retrospect, but not in advance, the approach is to *Probe - Sense - Respond* and we can sense *emergent* practice. **Chaotic**, in which there is no relationship between cause and effect at systems level, the approach is to *Act - Sense - Respond* and we can discover *novel* practice.The fifth domain is **Disorder**, which is the state of not knowing what type of causality exists, in which state people will revert to their own comfort zone in making a decision.			