FOUNDATION WORKSHOP

Version 1.5

CONTENT

INTRODUCTION

This document is prepared for licensed Management 3.0 facilitators, as well as prospects and attendees of the Management 3.0 Foundation Workshop.

The document informs about outlines and the expected outcome of a standard Management workshop, the Foundation Workshop. As an organization, Management 3.0 aims for attendees experiencing the same learning outcome, the same modules, the same practices wherever in the world they attend the workshop, no matter the facilitator. However, licensed facilitators are allowed to customize the learning experience within the guidelines described in this document.

Additionally, the document describes the recommended agenda, minimal number of hours, and more relevant information.

For more information on the Management 3.0 Foundation Workshop, please visit *www.management30.com/foundation*

– The Management 3.0 Team

FOUNDATION WORKSHOP

The Management 3.0 Foundation Workshop covers theoretical and practical agile management, with a strong focus on tools that you can use directly after attending the workshop. It was created for software development but has been adopted by all sorts of agile teams around the world.

The Foundation Workshop covers all six views of Management 3.0 and therefore serves as the foundation for agile leadership skills and for any further learning of Management 3.0.

The workshop concept is highly interactive and introduces attendees to several tangible tools, the so-called Management 3.0 practices.

This workshop's topics will be interesting for team leads, managers, change managers, agile coaches, scrum masters, project managers, HR experts, and directors who work in agile environments and want to improve their leadership skills.

Mandatory modules covered in this workshop are:

- Management and Leadership
- Principles of Management 3.0
- Complexity Thinking
- Motivation and Engagement
- Delegation and Empowerment
- Values and Culture
- Learning and Competencies
- Scaling Organizational Structure
- Change Management

Attendees will receive a certificate, the Foundation Workshop Certificate of Attendance. This certificate is a requirement for applying to become a licensed Management 3.0 Facilitator.

LEARNING OUTCOMES

At the end of this workshop and your active participation in all sessions, you will be able to:

- Describe the difference between Management 1.0 and Management 3.0 leadership style and what it means to be an Agile Leader

- Identify a better approach of how to deal with complexity and uncertainty as a leader

- Actively influence the six important pillars of organizations

- Choose from a toolbox of employee engagement practices for handling various situations with team members, colleagues and your own manager more eloquently

- Increase employee motivation and team collaboration through using Management 3.0 mindset and practices

- Identify your own areas of development for your leadership

AGENDA IN-PERSON WORKSHOP

If the Foundation Workshop is held in-person, the recommendation of Management 3.0 is to have a 16-hour workshop over two days.

Day 1

- Welcome
- Management and Leadership
- Principles
- Complexity Thinking
- Motivation and Engagement
- Delegation and Empowerment

Day 2

- Culture and Values
- Learning and Competencies
- Scaling Organizational Structure
- Change Management
- Wrap-Up

Facilitators are free to change the agenda or extend the workshop with 25%, up to 20 hours, or add topics to the workshop as long as the agenda is covered.

AGENDA ONLINE WORKSHOP

If the Foundation Workshop is held online, the recommendation of Management 3.0 is to extend the workshop duration to a total of 17.5 hours, split up into five three-hour and a half sessions.

Session 1
- Welcome
- Management and Leadership
- Principles

Session 2
- Complexity Thinking
- Motivation and Engagement

Session 3
- Delegation and Empowerment
- Culture and Values

Session 4
- Learning and Competencies
- Scaling Organizational Structure

Session 5
- Change Management
- Wrap-Up and Reflection

Facilitators are free to change the agenda according to the needs of the group or add topics to the workshop as long as the agenda is covered. For example, An alternative would be to offer the workshop in four sessions, 4 hours each, with a total of 16 hours.

The total duration of the workshop is a minimum of 16 and a maximum of 20 hours.

SUMMARY

Duration	16 - 20 hours
Maximum attendees	20
Materials	Attendees will get a copy of all the modules discussed in the workshop and outlined in this document.
Certificate for attending all sessions	
Badge for attending all sessions	
Views covered[1]	Energize People Empower Teams Align Constraints Develop Competence Grow Structure Improve Everything
Modules covered[2]	Management and Leadership Principles Complexity Thinking Motivation and Engagement Delegation and Empowerment Values and Culture Learning and Competencies Scaling Organizational Structure Change Management

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[1] Facilitators need to at least cover the six views described in this learning experience document.
[2] Facilitators need to at least cover the modules described in this learning experience document.

MANAGEMENT AND LEADERSHIP

What will you learn?

- Different management approaches and what Management 3.0 is.
- Why we first need to change our own behavior before we expect other people to change theirs.
- The definition of Management 1.0, examples, and in which context it could work.
- The definition of Management 2.0, examples, and why not to use it.
- The definition of Management 3.0, examples, and the advantage of this approach.

- Why management is important and always needed.
- The whole organization is responsible for management, not only managers.
- Behavior is the function of a person and their environment.
- The six views of Management 3.0 and the definition of every view.
- Why it is important to manage the system and not the people.

What will we discuss?

- Are there situations where Management 1.0 is the best approach?
- Does Management 3.0 only work in an agile organization? How does an agile way of working connect with Management 3.0?
- What is the difference between managers and leaders? What is the difference between management and leadership?
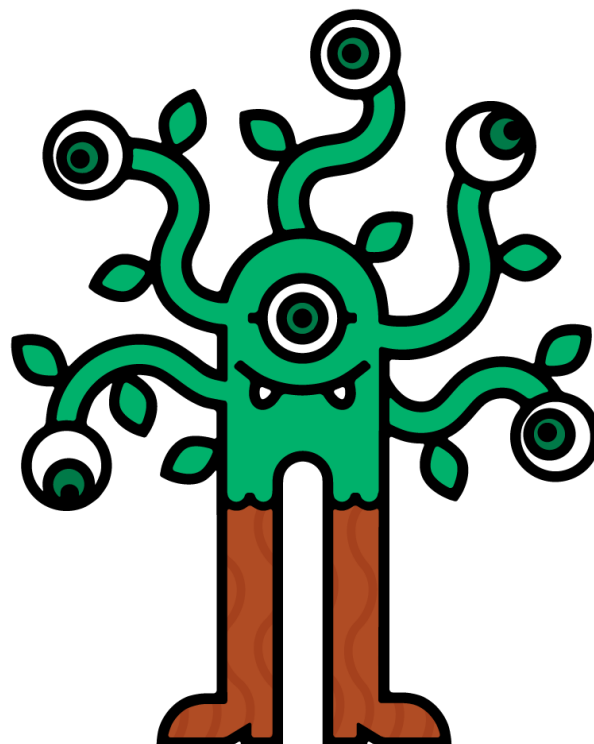
PRINCIPLES

What will you learn?

- How principles relate to practices.
- The Management 3.0 Principle: Engaging people and their interactions
- The Management 3.0 Principle: Improving the system.
- The Management 3.0 Principle: Helping to delight all clients.
- The Management 3.0 Principle: Managing the system, not the people.
- The Management 3.0 Principle: Co-creating work

What will we discuss?

- What is harder, manage the system or manage the people, and why?
- Can you measure if principles are applied correctly? If so, how?
- If you agree on a set of principles in an organization and people don't live up to those principles, what do you do?
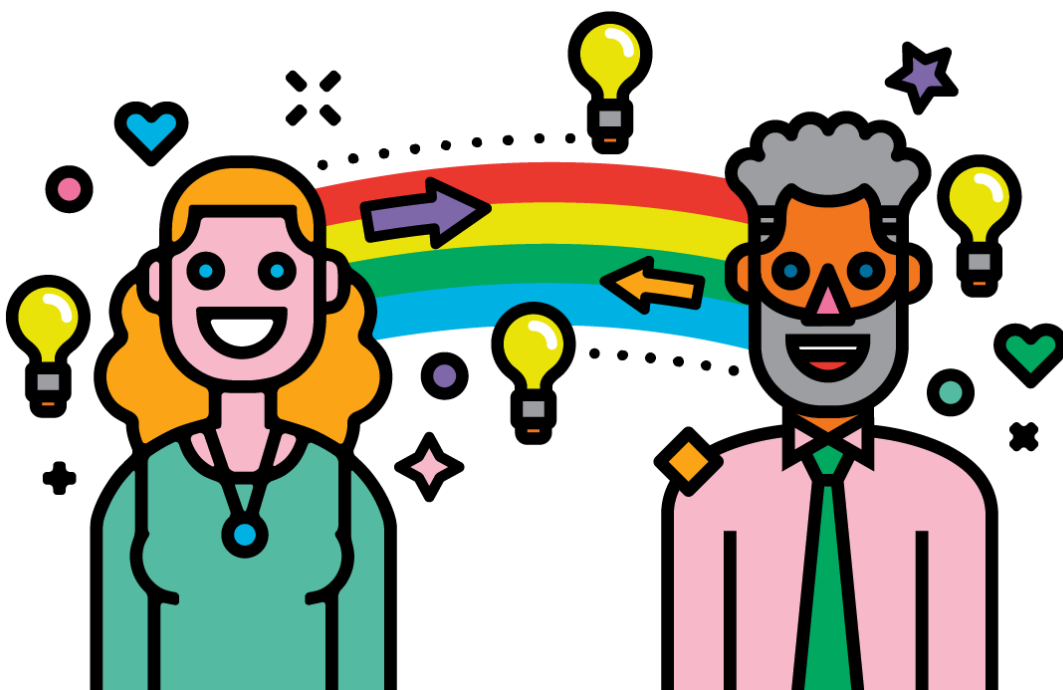
COMPLEXITY THINKING

What will you learn?

- Why it is important to understand Complexity Thinking in a Management 3.0 context.
- What is reductionism and what are common mistakes when applying reductionism.
- What is a Complex Adaptive System, and examples of these.
- A complexity model to understand the differences states of a system, and how organizations fit in this model.

- How does VUCA relate to Complexity Thinking?
- The eight guidelines to deal with complexity and how to apply them in your organization.
- Understand you can't control or use frameworks to manage complex systems.

What will we discuss?

- What can go wrong if you don't realize an organization is a complex adaptive system?
- A complex adaptive system is always part of a bigger system. What are the boundaries of your team?
- Can you manage or lead a complex adaptive system? What can the role of a manager or leader in a complex system be?
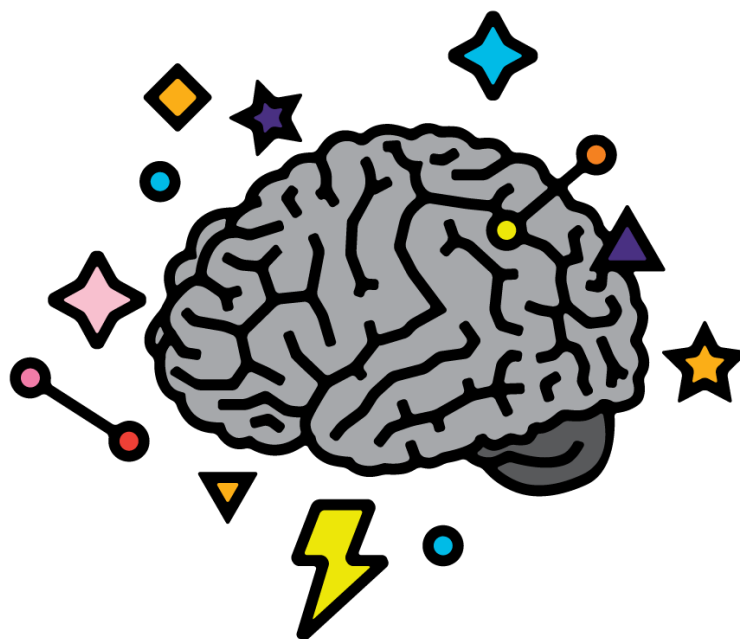
MOTIVATION AND ENGAGEMENT

What will you learn?

- Why is it important to motivate people, what is the need for motivation?
- How does engagement relate to motivation? What happens if people are engaged but not motivated and vice versa?
- You can't motivate people, but can create a system where people can be motivated.
- The difference between intrinsic and extrinsic motivation and which one is more important in a Management 3.0 context.
- The concept CHAMPFROGS and the models that influenced the model.

- The ten motivators of the CHAMPFROGS model: Curiosity, Honor, Acceptance, Mastery, Power, Freedom, Relatedness, Order, Goal and Status.
- The weakness of a generic employee engagement program in an organization.
- How to use the Moving Motivators to learn about individual motivators of people.
- How does "Manage the system, not the people" relate to motivation?

What will we discuss?

- When did you enjoy your work for the last time and more importantly why?
- Which companies have their motivators built into their system? What about your organization?
- Is employee engagement about intrinsic or extrinsic motivation? If both, how do you find the right balance?
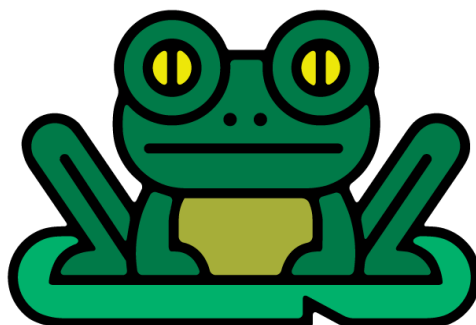
Which practices will you experience or learn about?

Moving Motivators
Moving Motivators can help you to learn about what motivates people and teams. Use this information, as manager or leader, to create a system where they can motivate themselves.

Kudo Cards
How can Kudo cards support your organization in giving feedback to each other?

DELEGATION AND EMPOWERMENT

What will you learn?

- The origin of the verb "to manage" and how it relates to team management.
- Understand that people will behave as they are treated, a self-fulfilling prophecy trap.
- A complex system can be not managed from one central node and what is a better approach in a Management 3.0 context.
- How authority and ability are related to empowerment, what they mean and the difference.
- What exactly is empowerment and distributed control, and why is this important.
- Difference between accountability and responsibility. How are they connected to the empowerment of teams?
- Understand that accountability can't be delegated by managers and leaders, the accountability trap.
- A better approach to the concept of superiors and subordinates, as also the fact managers and leaders can be empowered by teams.
- Understanding delegation is not black and white, the seven levels of delegation: Tell, Sell, Consult, Agree, Advice, Inquire, Delegate.
- How to set up a Delegation Board, using Delegation Poker practice.
- Understand that delegation is an investment in the future and how not to fall into the micromanagement trap.

What will we discuss?

- How high in an organization can the decision levels be used? Operational teams, middle management, board level? Why, or why not?
- Can an organization temporarily move a key decision area back to level one or two?
- What should a manager or leader do when a team makes a clear mistake, with a big impact, on a key decision area with level six or seven?

Which practices will you experience or learn about?

Delegation Poker
Use Delegation Poker to clarify who's responsible for what and to what level. This is a method where you can encourage employee engagement through controlled self-organization and clarified value and decision-making.
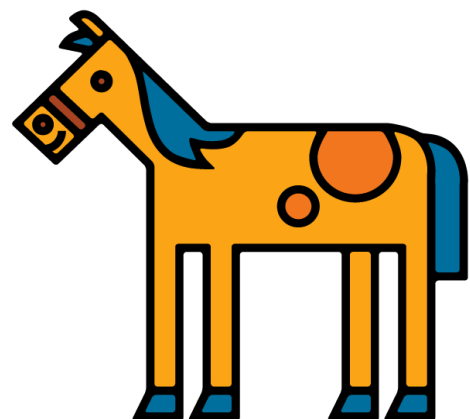
VALUES AND CULTURE

What will you learn?

- What the impact of a culture can be, good or bad.
- The difference between the espoused and the enacted values in an organization.
- How values can benefit your organization.
- How to define values and get different behaviors and results.

- What are culture books and how they relate to the espoused values of an organization.
- The benefits of using storytelling to compare enacted values with the espoused values.
- How values can help you to change behavior in an organization, the do's and don'ts.

What will we discuss?

- Who should define the values in an organization?
- Should team values connect to organizational values, and what if they conflict?
- What is the lifespan of values, can values change over time? If so, why would they change?
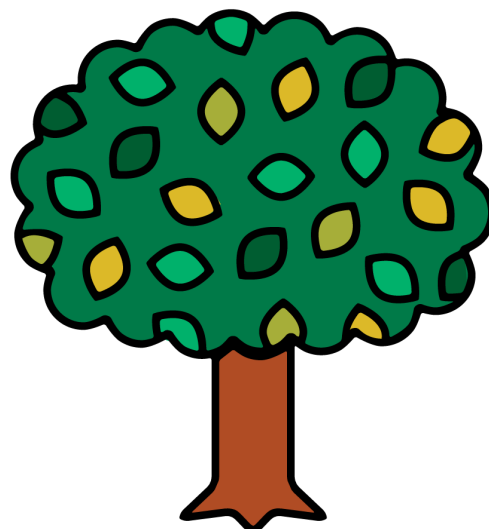
Which practices will you experience or learn about?

Values Stories
How can storytelling help you to discover the values of an organization, or compare the espoused values with the enacted values.

Culture Books
What are culture books and how can they support an organization in growing their values?

LEARNING AND COMPETENCIES

What will you learn?

- What is competence and how does it relate to teams?
- Five building blocks for learning and competencies: Individual Competence, Helping, Communication, Creative Tension, and Team Competency structure.
- How to set up and use a Team Competency Matrix.
- What are five components of individual competence development: lead by example, self-study, training and certification, coaching, and learn by doing.
- Team communication that supports a team to develop competencies:

reducing distance, relevant documentation, rituals, listen/pay attention, non-violent communication, and power questions.
- What is needed to help each other to grow competencies including four practices to support helping each other: peer learning, knowledge hours, exploration days, and lead by example.
- How does diversity in a team, including different roles, support learning in a team?

What will we discuss?

- How can you motivate people or teams to develop new skills?
- Should co-workers also contribute money or time to the development of their skills, or compensate the organization when they leave, as they also benefit personally from new skills?
- How do you measure competence development? How do you know if investments in competence development are paying off?

Which practices will you experience or learn about?

Team Competency Matrix
How to identify expertise gaps both individually and as a team to ensure that everyone's needs are met.

Exploration Days
How to explore new ideas by fostering continuous learning and development within your teams.

SCALING ORGANIZATIONAL STRUCTURE

What will you learn?

- The relationship between the value created by an organization and how the organization is organized.
- Why there is no perfect organizational design, how and why you need to find the balance?
- Advantages and disadvantages of organizations organized as hierarchy or network.
- Why and when would you choose for specialization or generalization of co-workers?
- When to focus on efficiency or effectiveness as an organization and their pros and cons.

- The advantages and disadvantages of centralization and decentralization in an organization.
- Should an organization focus on exploitation or exploration.
- Several organizational practices such as double linking, big room planning, open allocation, and semi-stable teams.
- How to use the Meddlers Game to visualize and explore your organizational design.

What will we discuss?

- Is a Management 3.0 mindset always connected to a network or hierarchy type of organization?
- Can co-workers or teams be involved, and how much, in deciding on new organizational structures?
- What is true agility in an organization, when is an organization really agile?

Which practices will you experience or learn about?

Meddlers Game
Facilitate discussions about organizational structure, visualize the organization, try out practices without actually already moving people around. Grow your organization naturally.
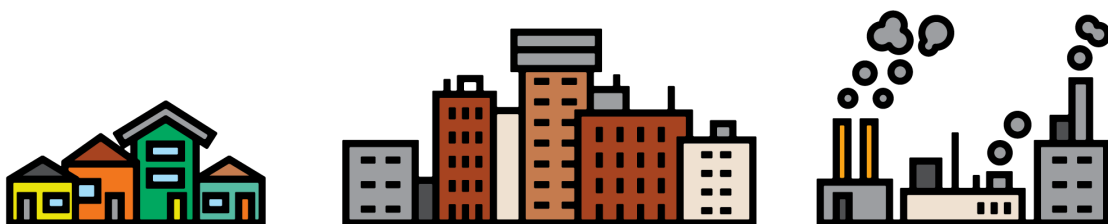
CHANGE MANAGEMENT

What will you learn?

- What great change experiences have in common
- Reasons why people resist change and what to do against it
- Approach for how to communicate why the change initiative is essential
- How to play the Change Management Game and facilitate play session to support change initiatives in your organization
- An introduction into the Management 3.0 Change Approach including strategies on picking up people for your change initiative

- The difference of adaptive and transformational organizations and what role they play in change initiatives
- How to use the Celebration Grid to regularly look at all the actions taken
- The importance of experimenting for the successful implementation of any change initiative
- PLUS: Lots of tangible questions for you and your change team

What will we discuss?

- Do people fear change?
- What are the reasons people resist change?
- What if people can't accept or deal with the changes anymore?
- How much change can organizations process?

Which practices will you experience or learn about?

Change Management Game
What does it take to change the world? How can you change a complex social system? It only takes 34 questions to find the answers.

Celebration Grid
Whether we succeed or fail, what's important is to learn from our experiments and celebrate learning.