



FUNDAMENTALS ONLINE WORKSHOP

Version 1.5



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CONTENT

Content	3
Introduction	4
Fundamentals Online Workshop	5
Agenda	6
Summary Fundamentals Online Workshop	7
Management And Leadership	9
Principles	10
Complexity Thinking	11
Motivation And Engagement	12
Delegation And Empowerment	13
Remote Teams	14
Better Feedback	15
Change Management	16

INTRODUCTION

This document is prepared for licensed Management 3.0 facilitators and informs about outlines and the expected outcome of a standard Management workshop, the Fundamentals Online Workshop. Attendees should experience the same learning outcome, the same modules, the same practices wherever in the world they attend the workshop, no matter the facilitator. However, 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. All Fundamentals Online Workshops are in-line with the description in this document.

The document has an introduction to describe the Fundamentals Online Workshop. Additionally, per module is described what attendees should learn, discuss and which Management 3.0 practices they will experience during the live interaction with the facilitator.

– The Management 3.0 Team

FUNDAMENTALS ONLINE WORKSHOP

The Fundamentals Online Workshop (FOW) contains the most valuable practices and modules related to Management 3.0 and Remote Leadership. Attending the workshop, attendees will understand the basics of Management 3.0 and how to manage remote teams.

This workshop's topics will be interesting for team leads, managers, leaders, agile coaches, scrum masters, project managers, and especially those working in remote environments.

In the FOW you will learn about the basics of Management 3.0, focusing on practices that are useful in remote teams. Topics covered in this workshop are:

1. Management and Leadership
2. Principles of Management 3.0
3. Complexity Thinking
4. Motivation and Engagement
5. Delegation and Empowerment
6. Remote Teams
7. Better Feedback
8. Change Management

AGENDA

The recommendation of Management 3.0 is to have four sessions of 2,5 hours.

Session 1

- Welcome
- Management and Leadership
- Principles
- Complexity Thinking

Session 2

- Motivation and Engagement
- Delegation and Empowerment

Session 3



- Remote Leadership, Teams, and Asynchronous work

Session 4

- Better Feedback
- Change Management

Facilitators are free to change the agenda or extend the workshop with 25%, up to 12,5 hours, or add topics to the workshop as long as the agenda is covered.

SUMMARY

Duration	10 - 12,5 hours
In-Person allowed	No
Online allowed	Yes
Maximum attendees	20
Allows you to become a facilitator	No*
Materials	Attendees will get a copy of all the modules discussed in the workshop and outlined in this document.
Certificate	<p>Fundamentals Online Workshop Certificate of Attendance</p>  <p>The certificate is titled 'CERTIFICATE OF ATTENDANCE' and states that it certifies that Ralph van Roosmalen successfully participated in a Management 3.0 Fundamentals Online Workshop. The event dates are 4 - 5 April 2020. It is facilitated by Ralph van Roosmalen (Founder) and Jürgen Appelo (Facilitator). The certificate number is 321980122.</p>
Badge	<p>Fundamentals Online Attendee Badge</p>  <p>The badge is a circular seal with a scalloped edge. It contains the text 'CERTIFIED MANAGEMENT 3.0', 'FUNDAMENTALS ONLINE WORKSHOP', and 'ATTENDEE'.</p>
Views covered¹	<p>Energize People Empower Teams Develop Competence Grow Structure Improve Everything</p>
Modules covered²	<p>Management and Leadership Principles Complexity Thinking Motivation and Engagement</p>

¹ A facilitator needs to at least cover the views described in this learning experience document.

² A facilitator needs to at least cover the modules described in this learning experience document.

	Delegation and Empowerment Remote Teams Better Feedback Change Management
Recommended follow up workshops	Fundamentals Plus Workshop

(*) HOW TO QUALIFY FOR A FACILITATOR LICENSE AFTER ATTENDING THE FUNDAMENTALS ONLINE WORKSHOP:



While the Fundamentals Online Workshop is an official certified workshop, it does not directly lead to a Management 3.0 Facilitator license. To be eligible to apply for a license, you have these options:

In addition to the Fundamentals Online Workshop and within one year you'll attend **Fundamentals Plus Workshop**, a physical in-person day.

OR

In addition to the Fundamentals Online Workshop, and within one year, you'll attend any **other Management 3.0 workshop(s)** of your choice, minimum **six additional hours**, plus fill in and pass the **enhanced application form**.

OR

Earn yourself a **Certificate of Practice**.

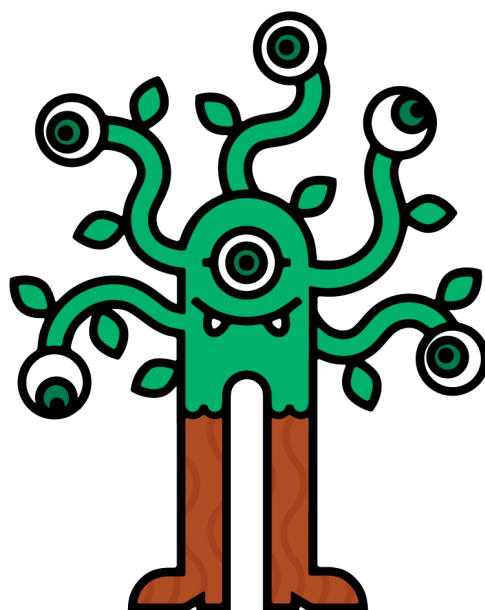
MANAGEMENT AND LEADERSHIP

What will you learn?

- Different management approaches and what is Management 3.0
- Why we first need to change our own behavior before we expect other people to change their behavior.
- 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.
- Not only managers are responsible for management, but the whole organization.
- Behavior is the result of a function that has as input the person and it's 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 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?



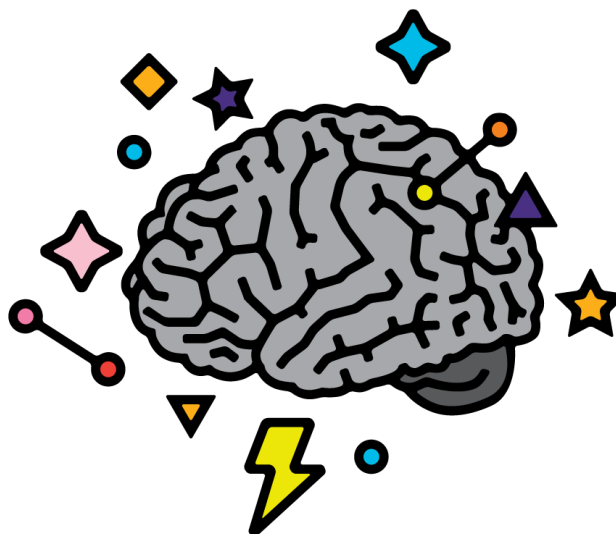
COMPLEXITY THINKING

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 Complex Adaptive Systems.
- 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.
- How to apply the eight guidelines 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?

- How Motivation and Engagement relates to the view Energizing People.
- 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 Motivator cards to learn about individual motivators of people.
- How does "Manage the system, not the people" relate to motivation?

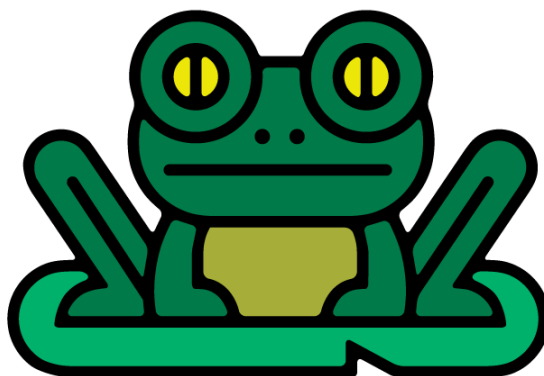
What will we discuss?

- 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.



DELEGATION AND EMPOWERMENT

What will you learn?

- How Delegation and Empowerment relates to the view Empower Teams.
- 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 is exactly 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 also the practice Delegation Poker.
- Understand that delegation is an investment in the future, the micromanagement trap.

What will we discuss?

- To which level 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 and Delegation Board

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.



REMOTE TEAMS

What will you learn?

- How Remote Teams relate to the view Grow Structure.
- Did remote teams become popular because of COVID-19 or is there something else happening.
- The benefits of remote teams for people and organizations.
- The disadvantages of remote teams for people and organizations.
- How do online meetings relate to in-person meetings.
- How to prepare, execute and have successful online meetings.
- Why is a check-in and check-out in a remote team important and how to organize it.
- Understand the five steps to manage remote teams: clear expectations, online gembu, work out loud, work agreements and meet in-person.
- What is the definition of asynchronous work in the context of remote teams.
- What is needed to make asynchronous work possible.
- What are the advantages for an organization when applying asynchronous work.
- Nine tips about making remote teams successful from experts.

What will we discuss?

- What are the benefits and disadvantages of remote teams?
- How does asynchronous work impact management and leadership?
- What is the impact on managers and leaders when you work with remote teams?



BETTER FEEDBACK

What will you learn?

- How Better Feedback relates to the view Develop Competence..
- Understand why it is important to give feedback, and five reasons why to understand the importance: keeps team going, sense of belonging and purpose, increases growth and happiness, unlocks change and innovation, prevents team getting stuck.
- Why the feedback sandwich should not be used when giving feedback.
- Understand the five ingredients of the Feedback Wrap and how to use the Feedback Wrap: Describe context, List Observations, Express Feelings, Explain Value, Offer Suggestions.
- How can Kudo Cards and a Kudo Walls help you to implement a culture of giving feedback.
- How to set up and use the 360 Degree Feedback Dinner practice.
- Understand the power of something just saying: Thank you!

What will we discuss?

- How does the culture in an organization affect giving and receiving feedback?
- Why is it so hard sometimes to give feedback?
- How do you support co-workers in creating an organization where it is normal to give feedback?

Which practices will you experience or learn about?

Kudo Cards

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

360 Degree Feedback Dinner

A shortcut to the standardized 360 degree feedback: Invite your team to a nice dinner. During the meal you will then give each other feedback.

Feedback Wrap

Give actionable feedback, the kind that leads to positive, self-motivated action and not disgruntled teammates



CHANGE MANAGEMENT

What will you learn?

- How Change Management relates to the view Improve Everything.
- Four different models that you can use to realize change, PDCA, ADKAR®, Adoption Curve Model and the Five I's model.
- How to use the PDCA model to dance with the system.
- How to support a complex adaptive system during a change.
- How to use the ADKAR® model to mind the people.
- The importance of making sure people are supported during a change project.
- How to use the Adoption Curve model to stimulate the network.
- Different strategies to support people who have a different acceptance of a change.
- How to use the Five I's model to create a supporting environment
- Why changing the environment can help you to change behavior of people to support a change.
- How to use the Change Management Game to support your change.
- The need for creating a fail-safe environment when realizing change.

What will we discuss?

- Why do some people fear change?
- How much change can organizations process? Will there come a time with less change?
- What if people can't accept or deal with the changes anymore? Can we expect the same from old people as young people?

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?



Feedback Wrap

Give actionable feedback, the kind that leads to positive, self-motivated action and not disgruntled teammates.

Celebration Grid

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

Merit Money

Reward people based on real merits instead of imagined performance, co-workers reward each other directly without involvement of managers.

Change Management Game

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