FUNDAMENTALS PLUS WORKSHOP

Version 1.3

MANAGEMENT 3.0

CONTENT

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 Plus 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 Plus Workshops are in-line with the description in this document.

The document has an introduction to describe the Fundamentals Plus 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 PLUS WORKSHOP

The Fundamentals Plus Workshop (FPW) contains the most valuable practices and modules related to Management 3.0 and covers the most relevant practices. By attending the workshop, attendees will understand the basics of Management 3.0 and experience the most relevant practices in-person.

The workshop is intended for people who want to become a facilitator or deepen their Management 3.0 knowledge after attending the Fundamentals Online Workshop (FOW).

In the FPW you will learn about Management 3.0 modules that are not part of the FOW, focusing on practices. Topics covered in this workshop are:

- Look back and reflect on what people learned using Management 3.0 practices
- Empower Teams - Teams!
- Align Constraints - Values and Culture
- Develop Competence - Learning and Competencies
- Grow Structure - Scaling Organizational Structure

AGENDA

The recommendation of Management 3.0 is to have a one-day workshop of eight hours.

- Welcome
- Reflect on the learnings
- Empower Teams
- Values and Culture
- Lunch
- Values and Culture
- Learning and Competence
- Scaling Organizational Structure
- Closing

Facilitators are free to change the agenda or extend the workshop by 25%, up to 10 hours.

Attending the FPW allows you to become a Management 3.0 facilitator if you already attended the Fundamentals Online Workshop. Attendees will get a certificate, the Fundamentals Plus Workshop certificate.

SUMMARY

Duration	8 - 10 hours
In-Person allowed	Yes
Online allowed	No
Maximum attendees	20
Allows you to become a facilitator	Yes, only if you also attended the Fundamentals Online Workshop
Materials	Attendees will get a copy of all the modules discussed in the workshop and outlined in this document.
Certificate	Fundamentals Plus Workshop Certificate of Attendance
Badge	Fundamentals Plus Attendee Badge
Views covered[1]	Empower Teams Align Constraints Develop Competence Grow Structure
Modules covered[2]	Teams! Values and Culture Learning and Competence Scaling Organizational Structure

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[1] A facilitator needs to at least cover the six views described in this learning experience document.
[2] A facilitator needs to at least cover the modules described in this learning experience document.

TEAMS!

What will you learn?

- How Teams! relates to the view Empower Teams.
- The growth of teams in organizations and why teams are becoming the building blocks of modern organizations.
- The definition of a team: Consider them part of the team, need each other, common goals, together responsible.
- What is the optimal size for a work team.
- The definition of team diversity and how it can support a team.
- The pros and cons of diversity in a team, and how to support diversity.

- The six key components for successful teams: conflicts, clarity, trust, impact, reliability and results.
- Practices and tools to support the six components for successful teams.
- Understand the five team decision models: one, majority, some, all and dice.
- Understand how a manager or leaders can support a team in becoming self-organizing by using the Team Decision Matrix and Team Decision Cards.

What will we discuss?

- What is in your experience the definition of a great team and did you experience this yourself?
- How do you measure the performance of a team and how does this relate to individual performance?
- How much self-organization and self-steering is possible for a team within an organization, what is needed for 100%?

Which practices will you experience or learn about?

Diversity Index
The Diversity Index can help your team and organization acquire insight into how high the current diversity level is. It is the start of creating awareness of how important diversity is.

Team Decision Matrix
The Team Decision Matrix helps you and your team know when to use which decision method. A tool for managers and leaders to support teams in becoming really self-organizing.
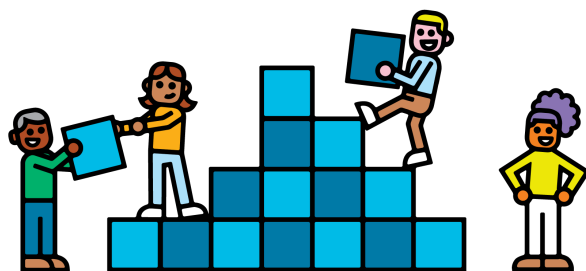
VALUES AND CULTURE

What will you learn?

- How Culture and Values relates to the view Align Constraints.
- 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.
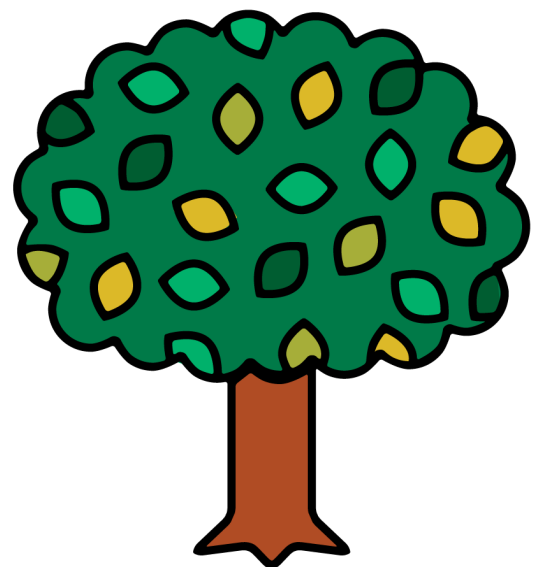
SCALING ORGANIZATIONAL STRUCTURE

What will you learn?

- How Scaling Organizational Structure relates to the view Grow Structure.
- 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 organization plus the pros and cons

- The advantages and disadvantages of centralization and decentralization in an organization.
- Should an organization focus on exploitation or exploration.
- At least eleven organizational practices like 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.
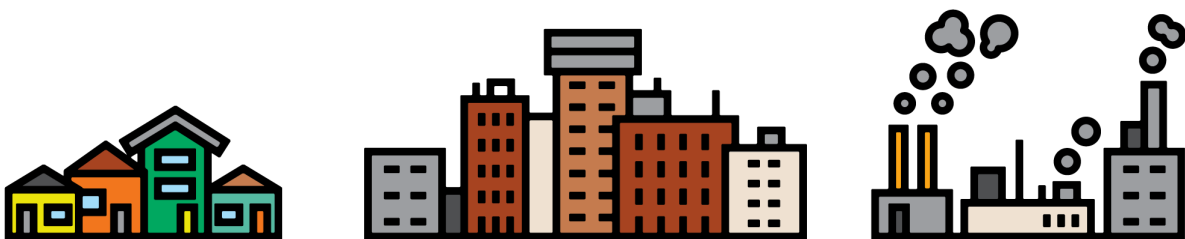
LEARNING AND COMPETENCIES

What will you learn?

- How Learning and Competencies relates to the view Develop Competence.
- 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, 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.