AGILE PEOPLE LEADERSHIP WORKSHOP

Version 1.10

CONTENT

INTRODUCTION

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

The document outlines the expected outcomes of a standard Management 3.0 Agile People Leadership Workshop. As an organization, Management 3.0 aims for all attendees, all over the world, to experience the same learning outcomes, modules, and practices regardless of which licensed Facilitator conducts the workshop. However, licensed Facilitators are allowed to customize the learning experience within the guidelines described in this document.

For more information on the Management 3.0 Agile People Leadership Workshop, please visit *www.management30.com/agile-people*

– The Management 3.0 Team

SUMMARY

Duration	8 hours
Prerequisite	This workshop is intended as a follow-up after the Management 3.0 Foundation Workshop or the discontinued Management 3.0 Fundamentals Workshop.
Maximum attendees	20
Delivery	In-person or live online
Certificate for attending all sessions	
Modules covered	Meaning & Purpose Emotional Intelligence Hiring Great People Rewards & Incentives
Practices introduced	Work Profiles Values Stories Work Expo Team Competency Matrix STAR(T) Behavioral Recruitment Questions Kudo Cards Merit Money

The Management 3.0 Agile People Leadership Workshop is one out of four official follow-up workshops. The aim of these workshops is to gain new perspectives and tools to broaden your impact in your organization, to support the Agile transformation as a leader and change agent. For a holistic learning experience also attend these workshops: Agile Team Leadership, Agile Co-Creation Leadership, Agile Change Leadership.

LEARNING OUTCOMES

Managing the system, not the people, is more important than ever in leadership. Transform your organization by combining best strategies and practices.

You cannot make people feel motivated or engaged. What you can do is set up the right conditions. In this Agile People Leadership workshop you will look into how to create an organization that is future-ready, an organization that is based on a strong purpose which people can connect to. You will gain insights on what makes people tick and what difference emotionally intelligent leaders can make in your organization. You will discuss strategies on how to hire great people - and how to retain top talent with future-proof reward systems in place.

Modules covered in this workshop are:

- Meaning & Purpose
- Emotional Intelligence
- Hiring Great People
- Rewards & Incentives

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

- Formulate your team's or organization's purpose
- Describe what the characteristics of Emotional Intelligent people are and how to foster the development of Emotional Intelligence within your organization
- Differentiate between a fixed mindset and a growth mindset and then learn how to cultivate a growth mindset in your team
- Apply STAR(T) Behavioral Questions for better and respectful interviews
- Identify better reward schemes and set up an effective system for your team or organization

MEANING & PURPOSE

What will you learn?

- Why is it important to have a purpose, and why growth and profits are not sustainable purposes.
- What a good purpose is, using the Management 3.0 mindset and principles.
- Who is responsible for creating, maintaining, and sharing a purpose.
- What the benefits of having a good purpose are, and also the dangers of having a purpose.
- The difference between traditional and modern goal setting.
- How to use the IKIGAI model to discover your purpose.

- How to review your purpose using four different categories: good service, true discovery, beautiful excellence, or heroic courage.
- How storytelling can help your organization to discover its purpose.
- The advantage of using work expositions and visual goal setting to make your purpose alive and tangible.
- Understanding that to define a purpose is step one, but the real work is keeping it alive.
- Ways to verify if your purpose is clear and alive in your organization.

What will we discuss?

- Can a team have a different purpose than the organization? How to deal with conflicting purposes?
- How do define or find the purpose of an organization and who is responsible for the purpose?
- Do you think having a clear purpose is more important for young professionals, and why would this be the case (or not)?

Which practices will you experience or learn about?

Values Stories
How to use Values Stories to discover the purpose of an organization, or verify if the purpose is still aligned with the current organization.

Work Expo
Why do people decide to work together? Answer this question by showcasing your work and visually engaging your team and those around you

Furthermore, you will be introduced to IKIGAI.

EMOTIONAL INTELLIGENCE

What will you learn?

- How Emotional Intelligence is defined.
- Why is Emotional Intelligence important and how can it help you personally?
- The three components that make up Emotional Intelligence.
- The seven characteristics of Emotional Intelligent people: Change agents, Self-Aware, Empathetic, Not Perfectionist, Balanced, Curious, and Gracious.
- Five steps to develop your Emotional Intelligence: be in touch, increase joy, positive self-regulating strategies, managing self-talk, and lean in.
- How to measure Emotional Intelligence in an organization.

What will we discuss?

- Showing emotions is a sign of weakness in some organizations, why would this be the case?
- Emotional Intelligence is typically a characteristic of a Management 3.0 organization, would you agree or disagree?
- Some people have a work-instance and a personal-instance of themselves. They behave differently at work compared to how they behave at home. How could this be useful or not?

HIRING GREAT PEOPLE

What will you learn?

- How to attract candidates, hire great team members, and organize good interviews.
- Reasons for current talent shortage
- Fixed vs. growth mindset and mis-hires vs. all-star employees.
- The five steps of recruitment: defining the job, searching, interviewing, hiring, and onboarding.
- How to write a compelling and attractive job post. Why you should focus on why skills are needed, rather than a list of skills.

- The strength and weaknesses of using referrals to find new employees and understanding recruitment is a shared responsibility of all employees.
- The importance of interviews, interview situations and questions incl. STAR(T) behavioral interview questions.
- Onboarding as part of the hiring process, new approaches to onboard new co-workers, and the value of a good onboarding approach.

What will we discuss?

- Who should be involved in the hiring process, how is management and leadership involved?
- Why would a candidate say yes to your job offer? What are the most important reasons?
- What is different when you hire online?

Which practices will you experience or learn about?

Moving Motivators
Helps you to learn about what motivates people and teams.

Team Competency Matrix
Identify expertise gaps in a team and compare different candidates with the desired skills in a team.

Personal Maps
Have candidates introduce themselves during an interview. An informal approach, focused on the person.

STAR(T) Behavioral Recruitment Questions
Recruit great people to your team by conducting behavioral interviews.

REWARDS AND INCENTIVES

What will you learn?

- Understand the connection between the performance and value created by employees and reward systems.
- The difference between intrinsic and extrinsic motivation and where to focus in a Management 3.0 context.
- How does work performed by people relate to purpose, mastery and freedom?
- The risk of promising rewards in advance.
- The risk of large rewards in an organization.

- Why rewarding continuously is more powerful than just once a year.
- How rewards can help you to grow a culture and desired behavior in an organization.
- Why rewards should be about behavior and not only outcomes.
- The strength of reward systems influenced by peers.
- The advantage of Kudo Cards and Kudo Walls, and the power of saying thank you.

What will we discuss?

- It is wrong to reward people and why could it be wrong or good?
- What would be the best bonus system in an organization?
- How much should managers and leaders be involved in deciding on rewards and incentives, and why?

Which practices will you experience or learn about?

Kudo Cards
Give a gesture of thanks, show someone you care, acknowledge that you appreciate someone's efforts.

Merit Money
Paying people based on real merits instead of imagined performance.