

MANAGEMENT 3.0

CHANGE AND INNOVATION PRACTICES



Agile Strides

Management 3.0 Two-Day Foundation Workshop

Motivation, Empowerment, Alignment, Competence, Structure, Improvement

Learn about a new approach to lead and manage Agile organizations.

About

Management and leadership is an often overlooked part when organizations introduce an Agile way of working. There is much information available for team members, software professionals, and project managers on Agile practices and how to grow an Agile mindset. Unfortunately, there is little to no information for managers and leaders. However, when organizations adopt the Agile way of working, not only team members and project managers need to learn new practices, but managers and leaders must also learn about a new approach to managing and leading Agile organizations.

There is research that shows that “old-style” managers are the biggest obstacle in transitions to an Agile way of working. Furthermore, in an Agile organization, there is no need for “old-style” management. Managers and leaders need to discover and experience what their new role is in Agile organizations.

Attending a Management 3.0 Foundation workshop will give professionals an insight into the new role of management in an Agile organization.

Who should attend?

This course aims at managers, leaders and senior professionals who want to learn about how to manage Agile organizations. People who want to grow a great Agile organization, who want to prepare their organization for the future!

Professionals who often attend the workshop are team leaders, managers, Agile coaches, Scrum masters, Project managers, Product owners, Senior team members, and Top-level management.

“Good structure of the information, clear and good practices that can be used in the everyday situation at work. The workshop was very interesting, and I liked it very much, as also the music during the exercises.”

– Milena Trkulja - HR Business Partner - Zühlke Group

Why attend?

You have the following challenges in your work:

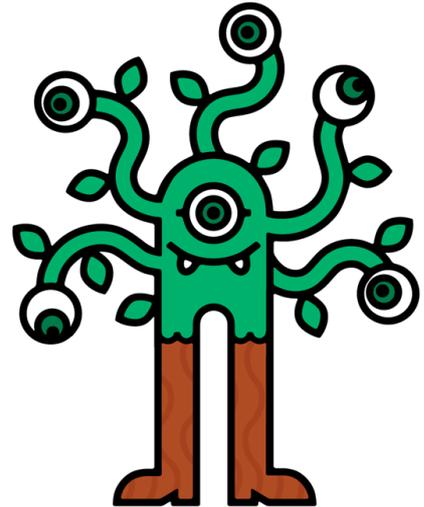
- How can we motivate our workers?
- How can we change the organization’s culture?
- How can we change the mindset of managers?
- How can we get teams to take responsibility?
- How can we improve teamwork and collaboration?
- How can we get managers to trust their teams?
- How can we make the business more agile?

Structure of the workshop

The Foundation Workshop will cover all six views of Management 3.0. In the Foundation Workshop, at least the following modules will be covered that are described below. However, it is often possible to add some extra modules.

Agenda Day One

1. Management and Leadership is one of the two foundation blocks of Management 3.0. You will learn about the different Management styles, 1.0, 2.0 and 3.0. What are the disadvantages and advantages of the different styles? What is the role of a manager in a Management 3.0 environment;
2. Complexity thinking is the other foundation block of Management 3.0. You will learn about what complexity theory is, about the difference between complex and complicated and about the fallacies that we often recognize in traditional linear thinking. You will learn about the eight guidelines to deal with complexity;
3. Energizing people is where it all starts. How do you make sure team members are engaged, motivated and happy? Management is about keeping people active, creative and motivated. You will learn about the difference between extrinsic vs. intrinsic motivation, the ten intrinsic desires and common techniques for understanding what is important for your team members;
4. Teams need to self-organize within Agile, and this requires empowerment, authorization, and trust. You will learn how to make self-organization work. How to distribute authorization in an organization, the challenges of empowerment. You will learn about the seven levels of delegation, and authority boards and how to implement the seven levels of delegation;



“It has the right mix of examples, theory, and games. Convincing and authentic.”

– Sergiu Gavrilă, team leader at itdesign GmbH

Agenda Day Two

5. Self-organization can lead to anything, and thus it requires alignment. Management is about giving team members a clear purpose and defining goals. You need to make sure that everything is aligned within the organization for the same goal. You will learn that culture is the result of values. You will learn how to help your team to discover their values and how to make values alive instead of just decorations on the wall;
6. The world is changing fast, and dealing with this, team members need to constantly develop their competences. Management is also about contributing to the development of competencies. You will learn about skill levels and discipline levels. You will learn techniques to improve and organize individual meetings with team members. How to make teams discover themselves were to focus on possible next improvements in their competence development by using the Competence Development Matrix;
7. Many teams operate within the context of a complex organization. Therefore it is important to consider structures that enhance communication. You will learn how to grow an organizational structure as a fractal. How to balance specialization and generalization and

how to choose between functional and cross-functional teams? Learn about Informal leadership and the advantage of people selecting their job titles and about treating teams as value units in a value network. How do you set up communication structures to make sure that different professionals in different teams communicate well;

8. Team members, teams and organizations need to improve every day; they need to learn as fast as possible to defer failure. You will learn about success and failure - do you celebrate failure or do you celebrate success? You will learn about why conducting experiments is important and finally in which organizational structure it is best suitable for conducting experiments;

“While this is a management class, the content is important regardless of your role in the organization – management is by definition a two-way relationship, and it’s important that people who work in a company understand what good management practice looks like and how their organization is designed to support–or block–it, regardless of what their title might be.”

– Ellen Grove, Agile Partnership

Workshop Setup

All topics include at least one simulation, game or exercise where the attendees put into practice the ideas of the course in groups of four to six people. The goal is to make sure attendees can apply the topics they learn about the next day in their organization.

After every simulation, game or exercise, we will do a debrief session. The debrief will allow people to share what they learned, new insights or experiences they would like to share. The more people interact and discuss, the more they will learn!

The workshop is structured using the concept of Teaching from the back of the Room. This approach will make it fun, interactive and attendees will teach themselves.



Agile Strides

Agile Strides - Coaching & Consultancy is a Dutch company with more than fifteen years of experience in Agile Software Development and Agile Management. Agile Strides organizes public Management 3.0 workshops and also in-house.

Ralph van Roosmalen is an international experienced Management 3.0 facilitator and was the first facilitator who received the Certificate of Practice — showing that he applied many of the Management 3.0 Practices. Additionally, he was the first person publishing a book on Management 3.0, besides Jurgen Appelo. He is also creating regularly new content for Management 3.0 Workshops.

Ralph shares his insights on Management 3.0 and leadership regularly via his blog and international conferences.

You can check the website of Agile Strides for a Management 3.0 workshop close to you, an in-house workshop or any other additional information: www.agilestrides.com.



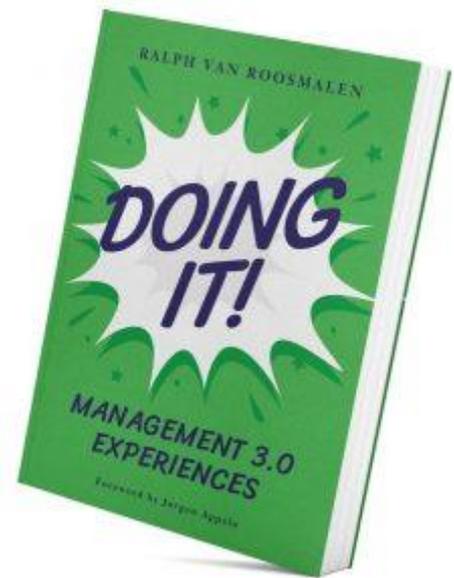
Book “Doing It – Management 3.0 Experiences”

I help people and organizations learn about Management 3.0. I do this, for example, by facilitating the Management 3.0 Foundation workshop.

One of the questions I get very often, is: “OK Ralph, great stuff, but how do I put his all to use?” My answer, of course, always is: “Well it depends...”

I do understand, however, that people would like to hear stories about personal experiences.

To answer that question, I wrote a book: Doing It – Management 3.0 Experiences. The book details and reflects on my personal experiences adopting and implementing Management 3.0. The mistakes I made and the successes I achieved. I wrote them down primarily because I like to help people and organizations get started with Management 3.0 as well.



“In 150 pages, he offers many examples of how Management 3.0 practices can be applied, and he tells stories of what he did in certain circumstances. What a great gift!”

- Jurgen Appelo, Management Guru and author of Management 3.0

The Management 3.0 book is available for free as a download in PDF, in English, Spanish French, Russian and even Chinese!

<https://agilestrides.com/doing-it-management-3-0/>

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