

FOUNDATION WORKSHOP



MANAGEMENT 3.0

Version 1.0

Management 3.0 Foundation Workshop Learning
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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 Foundation 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 Foundation Workshops are in-line with the description in this document.

The document has an introduction to describe the Foundation 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

FOUNDATION WORKSHOP

The Foundation Workshop (FW) covers all the views of Management 3.0, including the basics and the most well-known practices. Attending the workshop attendees will understand the foundation of Management 3.0 and learn about the most valuable practices.

This workshop's topics will be interesting for team leads, managers, leaders, agile coaches, scrum masters, project managers, HR experts, and directors.

In the FW you will learn about Management 3.0 and all the views. 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. Values and Culture
7. Learning and Competencies
8. Scaling Organizational Structure
9. Change Management

AGENDA

The recommendation of Management 3.0 is to have a two-day workshop of eight hours. The Foundation Workshop is an in-person workshop to be held live.

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
- Closing

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.

Attending the Foundation Workshop allows you to become a Management 3.0 facilitator. Attendees will get a Foundation Workshop certificate.

FOUNDATION WORKSHOP SUMMARY

Duration

16-20 hours

Can this workshop be delivered in-person?

Yes

Can this workshop be delivered online?

No

What is the maximum number of workshop attendees allowed?

20

Will my attendees be eligible to become licensed Facilitators?

Yes

Materials

Attendees will get a copy of all the modules discussed in the workshop and outlined in this document.

Views covered¹

Energize People
Empower Teams
Align Constraints
Develop Competence
Grow Structure
Improve Everything

Recommended follow up workshops

Energizing People Workshop

Certificate

Management 3.0 Foundation Workshop
Certificate of Attendance

Modules covered²

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

Badge

Management 3.0 Foundation Workshop
Attendee Badge



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.

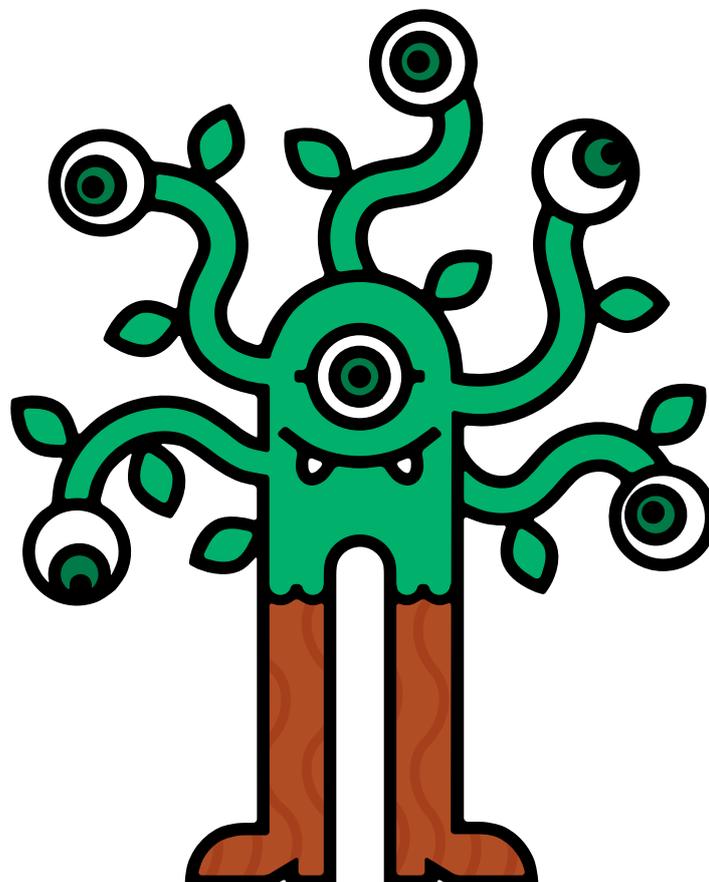
MANAGEMENT AND LEADERSHIP

What will you learn?

- **Different management approaches** and what is Management 3.0?
- The **definition of Management 1.0**, examples and in which context it could work.
- The **definition of Management 3.0**, examples and the advantage of this approach.
- Not **only managers** are responsible for management, but the **whole organization**.
- The **six views** of Management 3.0 and the **definition** of every view.
- Why we first need to **change our own** behavior before we expect other people to change their behavior.
- The **definition of Management 2.0**, examples and why not to use it.
- Why **management is important** and always **needed**.
- **Behavior** is the result of a **function** that has as **input** the **person** and it's **environment**.
- 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**?



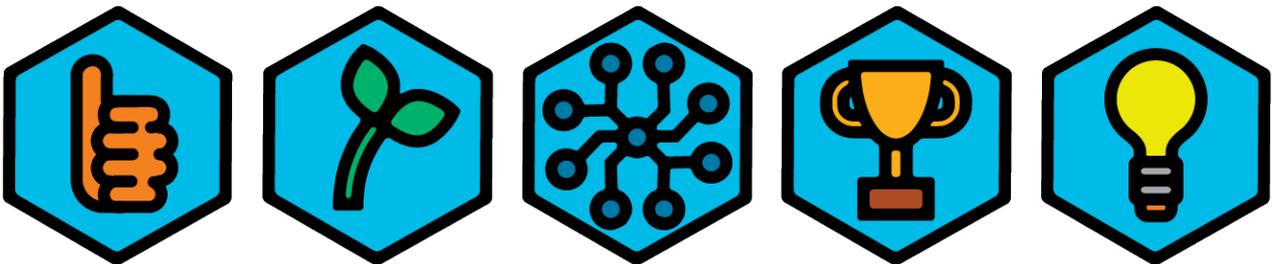
PRINCIPLES

What will you learn?

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



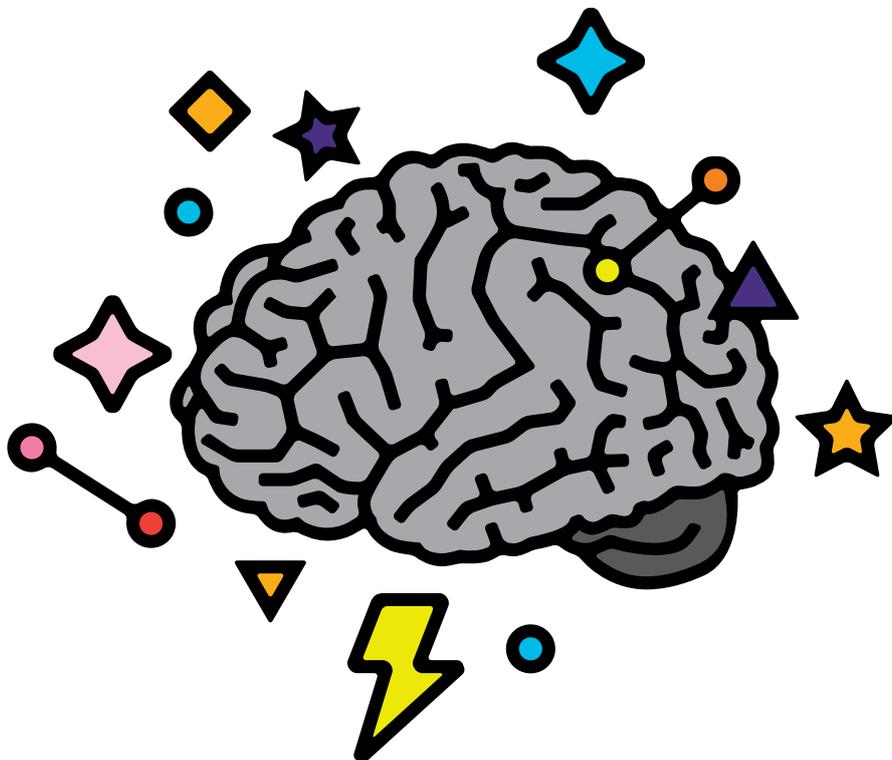
COMPLEXITY THINKING

What will you learn?

- Why it is important to understand **Complexity Thinking** in a **Management 3.0** context.
- What is a **Complex Adaptive System**, and **examples** of Complex Adaptive Systems.
- How does **VUCA** relate to Complexity Thinking.
- How to **apply** the **eight guidelines** in your organization.
- What is **reductionism** and what are **common mistakes** when applying reductionism.
- A **complexity model** to understand the **differences states** of a system, and how **organizations** fit in this model.
- The **eight guidelines** to deal with complexity.
- 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**.
- How does **engagement relate to motivation**? What happens if people are engaged but not motivated and vice versa.
- The **difference** between **intrinsic** and **extrinsic** motivation and which one is more important in a Management 3.0 context.
- The ten motivators of the **CHAMPFROGS** model: Curiosity, Honor, Acceptance, Mastery, Power, Freedom, Relatedness, Order, Goal and Status.
- How to use the **Moving Motivator** cards to **learn** about **individual** motivators of people.
- Why is it **important** to **motivate** people, what is the **need** for **motivation**?
- You can't motivate people, but can **create** a **system** where **people** can be **motivated**.
- The concept CHAMPGROGS and the models that influenced the model
- The **weakness** of a **generic employee engagement program** in an organization.
- 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**.
- Understand that people will behave as they are treated, a **self-fulfilling prophecy trap**.
- How **authority** and **ability** are related to **empowerment**, what they mean and the difference.
- Difference between **accountability** and **responsibility**. How are they **connected** to the **empowerment** of teams.
- A **better** approach to the concept of **superiors** and **subordinates**, as also the fact **managers** and **leaders** can be **empowered** by teams.
- How to set up a **Delegation Board**, using also the practice **Delegation Poker**.
- The **origin** of the verb “to **manage**” and how it **relates** to **team management**.
- A **complex system** can be **not** managed from **one central node** and what is a **better approach** in a Management 3.0 context.
- What is exactly **empowerment** and **distributed control**, and why is this **important**.
- Understand that accountability can't be delegated by managers and leaders, **the accountability trap**.
- Understanding delegation is not black and white, the **seven levels of delegation**: Tell, Sell, Consult, Agree, Advice, Inquire, Delegate.
- Understand that delegation is an investment in the future, **the micromanagement trap**.

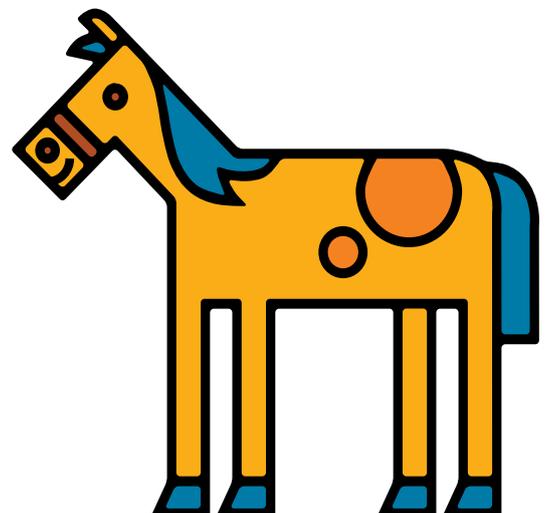
What will we discuss?

- 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.



VALUES AND CULTURE

What will you learn?

- How **Culture and Values** relates to the view **Align Constraints**.
- The **difference** between the **espoused** and the **enacted** values in an organization.
- How to **define values** and get different **behaviors** and **results**.
- The benefits of using **storytelling** to **compare enacted** values with the espoused values.
- What the **impact** of a **culture** can be, **good** or **bad**.
- How **values** can **benefit** your organization.
- What are **culture books** and how they **relate** to the **espoused** values of an organization.
- 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**?

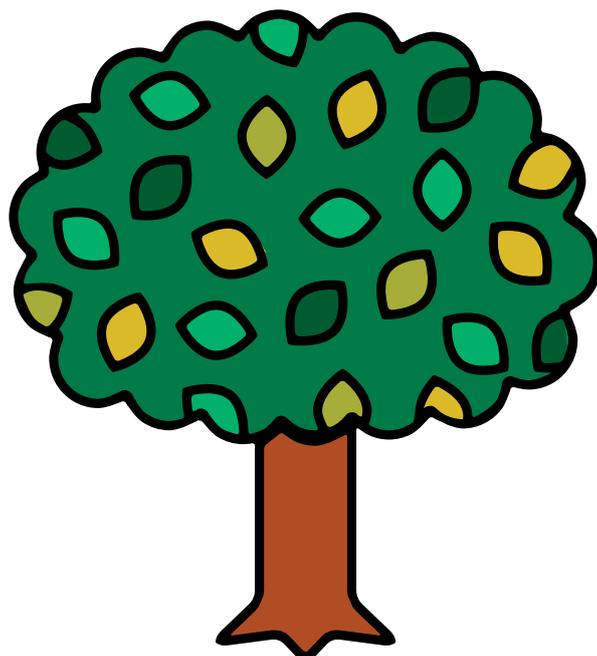
Which practices will you experience or learn about?

[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?

- How **Learning and Competencies** relates to the view **Develop Competence**.
- Five **building** blocks for **learning and competencies**: Individual Competence, Helping, Communication, Creative Tension and Team Competency structure.
- What are **five components** of **individual competence development**: lead by example, self-study, training and certification, coaching, learn by doing.
- 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.
- What is **competence** and how does it relate to **teams**?
- How to **set up** and **use** a **Team Competency Matrix**.
- **Team communication** that **supports** a team to develop competencies: reducing distance, relevant documentation, rituals, listen/pay attention, non-violent communication and power questions.
- 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?

- How **Scaling Organizational Structure** relates to the view, **Grow Structure**.
- Why there is **no perfect organizational design**, how and why you need to **find the balance**.
- The advantages and disadvantages of **centralization** and **decentralization** in an organization.
- At least **eleven organizational practices** like double linking, big room planning, open allocation, and semi-stable teams.
- The **relationship** between the **value created** by an organization and how the **organization is organized**.
- Advantages and disadvantages of **organizations** organized as **hierarchy** or **network**.
- When to focus on **efficiency** or **effectiveness** as organization plus the pros and cons
- Should an organization focus on **exploitation** or **exploration**.
- How to use the **Meddlers Game** to **visualize** and explore your **organizational design**.
- Why and when would you choose for **specialization** or **generalization** of co-workers.

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?

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

