

# FUNDAMENTALS ONLINE WORKSHOP



**MANAGEMENT 3.0**

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Version 1.0

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# INTRODUCTION

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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

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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
3. Complexity Thinking
4. Motivation and Engagement
5. Delegation and Empowerment
6. Remote Teams
7. Better Feedback
8. Success and Failure

# AGENDA

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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
- Success and Failure

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.

Attending the FOW does not allow you to become a Management 3.0 facilitator. Attendees will get a certificate, the Fundamentals Online Workshop certificate. If they also attend the Fundamentals Plus In-Person Workshop in the future, they can become a facilitator.

# FUNDAMENTALS ONLINE WORKSHOP SUMMARY

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## Duration

10 - 12.5 hours

## Can this workshop be delivered in-person?

No

## Can this workshop be delivered online?

Yes

## What is the maximum number of workshop attendees allowed?

20

## Will my attendees be eligible to become licensed Facilitators?

No

## Materials

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

## Views covered

Energize People  
Empower Teams  
Develop Competence  
Grow Structure  
Improve Everything

## Recommended follow up workshops

Fundamentals Plus Workshop

## Certificate

Management 3.0 Fundamentals Online  
Workshop Certificate of Attendance

## Modules covered

Management and Leadership  
Principles  
Complexity Thinking  
Motivation and Engagement  
Delegation and Empowerment  
Remote Teams  
Better Feedback  
Success and Failure

## Badge

Management 3.0 Fundamentals Online  
Attendee Badge



# MANAGEMENT AND LEADERSHIP

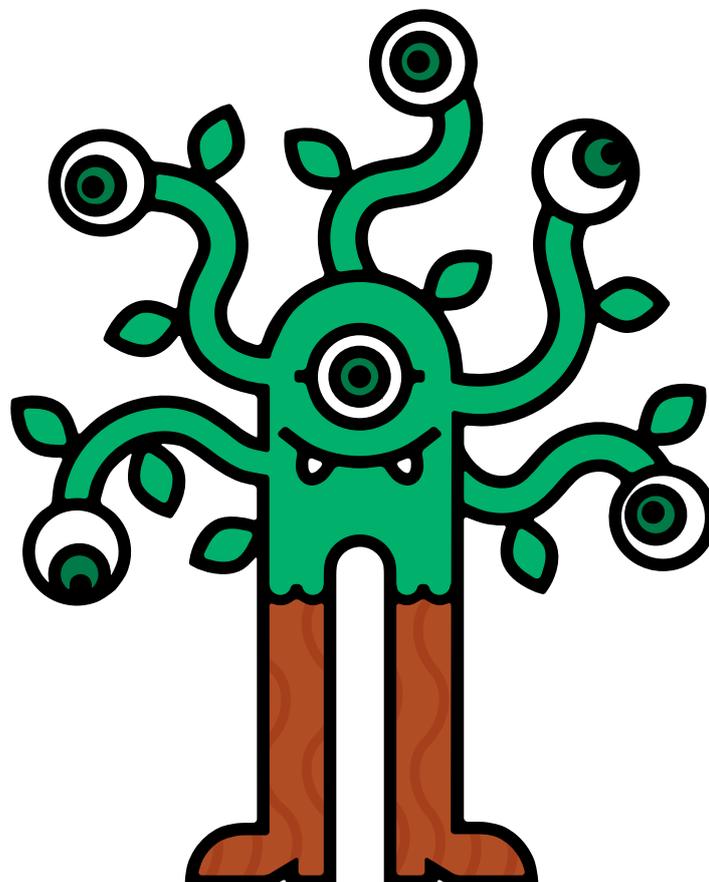
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## What will you learn?

- **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

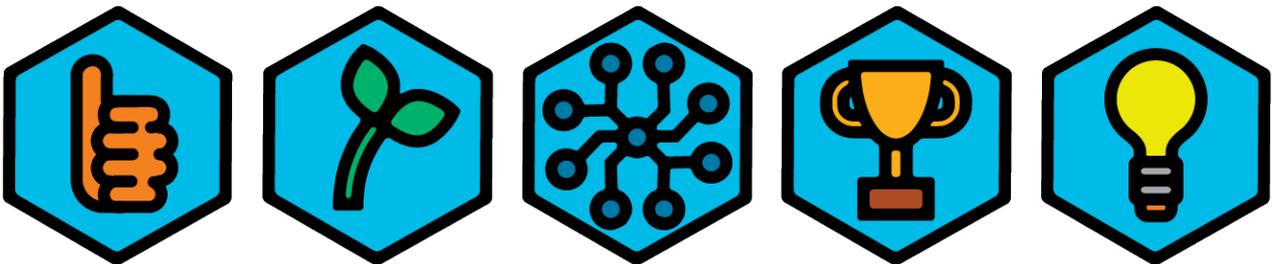
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## What will you learn?

- 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

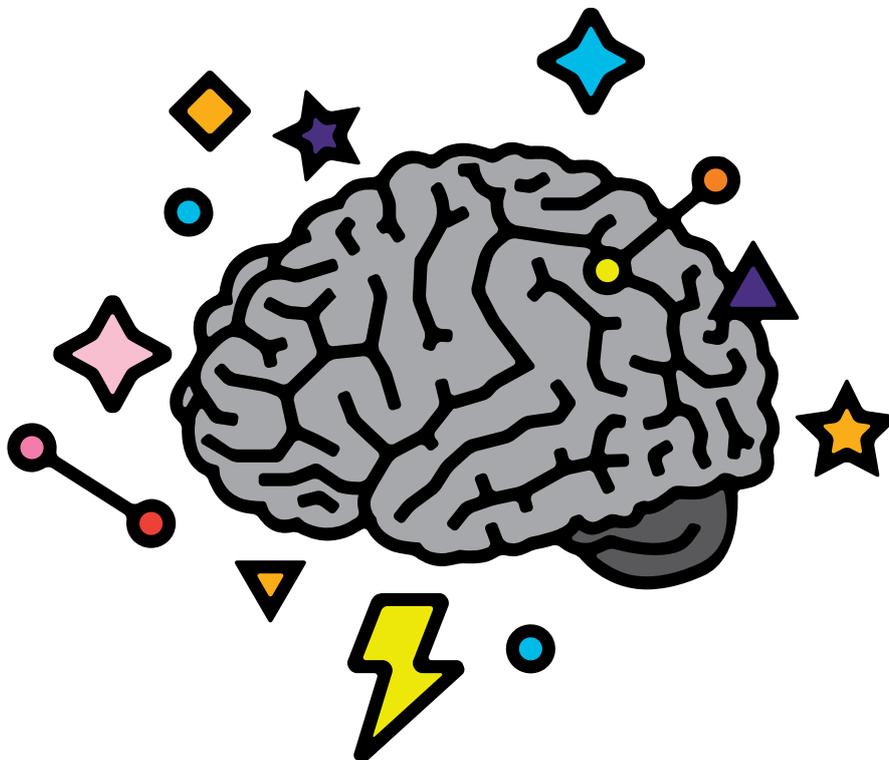
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## What will you learn?

- 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

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## 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

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## 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**.

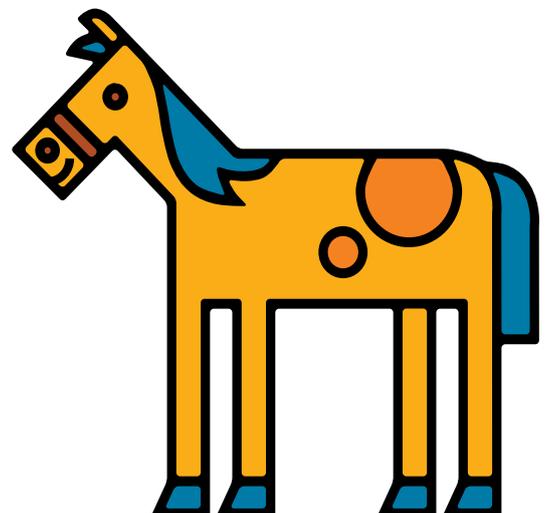
## What will we discuss?

- 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.



# REMOTE TEAMS

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## What will you learn?

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

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## What will you learn?

- How **Better Feedback** relates to the view **Develop Competence**..
- Why the **feedback sandwich** should **not** be **used** when giving feedback.
- How can **Kudo Cards** and a **Kudo Walls** help you to implement a culture of giving feedback.
- Understand the power of something just saying: **Thank you!**
- How to set up and use the **360 Degree Feedback Dinner** practice.
- 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.
- 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.

## 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

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## 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.

