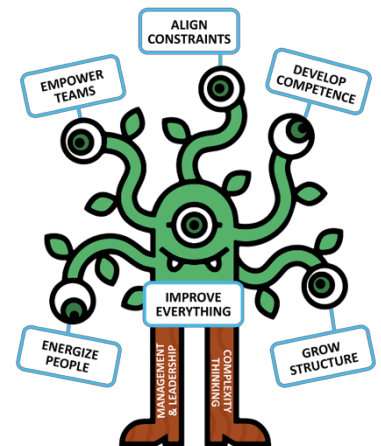




## Management 3.0 Foundation Workshop (2 days).

The Foundation Workshop covers six views on organizations plus the basics of Management & Leadership as well as Complexity Thinking.

- Energize People: Motivation and Engagement
- Empower Teams: Delegation and Empowerment
- Align Constraints: Values and Culture
- Develop Competence: Learning and Competencies
- Grow Structure: Scaling Organizational Structure
- Improve Everything: Success and Failure



### The tools from the class:

- ➡ Kudo Box and Kudo Cards
- ➡ Personal Maps
- ➡ Delegation Boards and delegation Poker
- ➡ Meddlers Game
- ➡ Merit money
- ➡ Change Agent Game
- ➡ Champfrogs checklists and Moving Motivators

**Bogdan Misyura** - Agile Coach, Scrum trainer, Jeff McKenna's follower and pupil. Work in Agile projects since 2006 r. Run trainings from 2010. 3000+ students. 30+ agile transformations. Certificates: PSM I, PSM II, PSPO I, CSP, CSM, CSPO, ICP-BAF, M30 licensed facilitator  
[info@brainrain.com.ua](mailto:info@brainrain.com.ua)  
+38(063) 242.26.98

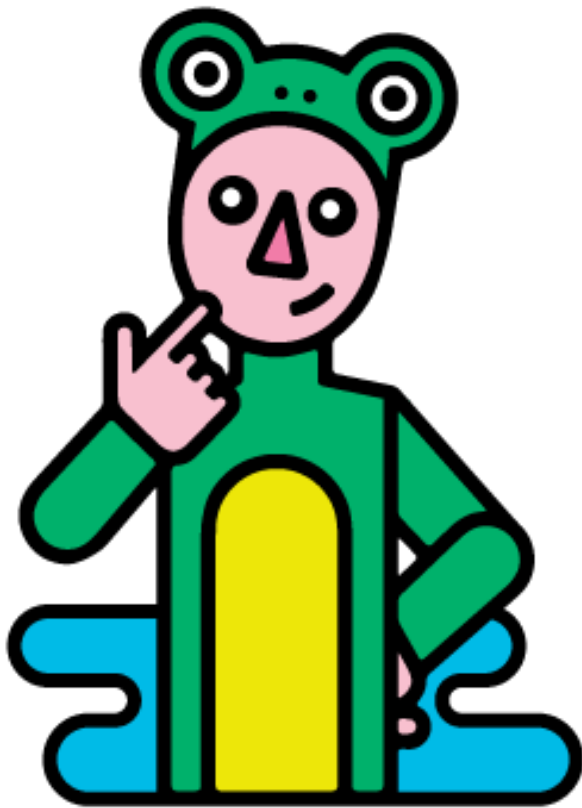




## Motivation and Engagement

**Business leaders and human resource managers consider the “lack of employee engagement” one of their top priorities. But why do many workers not feel engaged? This module is about employee motivation and engagement in the workplace.**

*The importance of employee motivation*



Technically we cannot make people feel motivated or engaged, but we can certainly set up the right conditions that will maximize the probability that it will happen (even though success is never certain). Managers are responsible for making employee engagement a built-in property of the organization.

The CHAMPFROGS model deals specifically with motivation in the context of work-life. It consists of ten motivators that are either intrinsic, extrinsic, or a bit of both.

*Is employee engagement about intrinsic or extrinsic motivation?*

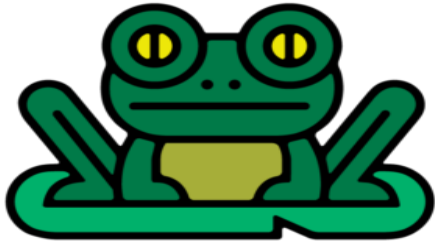


Before we delve in, let's better understand what intrinsic and extrinsic motivation is. A definition of motivation:



- **Intrinsic motivation:** People's eagerness for self-control and an innate desire to do well, using self-direction to accomplish objectives. This is what author of Managing for Happiness, Jurgen Appelo says. Intrinsic motivation is about fulfilling our basic desires.
- **Extrinsic Motivation:** These includes external things like bonuses and payments

### *CHAMPFROGS Motivators*



The CHAMPFROGS model deals specifically with motivation in the context of work-life. It consists of ten motivators (Curiosity, Honor, Acceptance, Mastery, Power, Freedom, Relatedness, Order, Goal, Status) that are either intrinsic, extrinsic, or a bit of both. Read on about how Moving Motivators can help to improve employee motivation: Intrinsic Motivators Game

**Get your set of Moving Motivators now and get insights on what motivates your team members and employees.**

## Management 3.0 Module: Delegation and Empowerment

[Home](#) » [Empower Teams](#) » **Delegation and Empowerment**

**People behave according to how they are treated. For example when the manager always changes what people need to deliver, then why bother making it perfect? When this happens quality of work goes down and the manager sees confirmation that more control is needed. That's where delegation comes into play.**

Delegation increases status, power and control. A system with distributed control has a better chance of survival than a system with centralized control.





The art of management is in finding the right balance between being a dictator or an anarchist.

We aim for a more powerful system, not better-controlled people.

## *The 7 Levels of Delegation*

1. Tell: I will tell them
2. Sell: I will try and sell it to them
3. Consult: I will consult and then decide
4. Agree: We will agree together
5. Advise: I will advise but they decide
6. Inquire: I will inquire after they decide
7. Delegate: I will fully delegate

The “right” level of delegation is a balancing act. It depends on a team’s maturity level and the impact of its decisions. Delegation is context-dependent.

**Get your own set of Delegation Poker cards today and play it with your team!**



## Management 3.0 Module: Values and Culture

[Home](#) » [Align Constraints](#) » **Values and Culture**

**Clarity of values can make a significant contribution toward good behaviors and a better culture. The primary function of leadership is to nurture organizational culture through values.**

There's no doubt that there's a BIG difference between the values written on corporate letterhead and the reality of so-called company culture. At Management 3.0, we want to change the world of work and company culture is a huge part of that.



Where can we start when it comes to organizational culture? Ask your team:



- What do we care about?
- What do we want to be?
- How do we want to act?



- Now, how do we define our values to define behavior and improve results?

Your job as leader is to cultivate those values and company culture by building frameworks that enable societal value, with consistency and trustworthiness.

The trick is to invite and/or discourage certain behaviors.

## Management 3.0 Module: Learning and Competencies

[Home](#) » [How to Develop Competence](#) » **Learning and Competencies**

**The importance of team development: Teams cannot achieve their goals if team members aren't capable enough. To combat this, managers must create an environment of continuous learning, thus contributing to the development of competence.**

*What makes a team competent?*

If you as a leader want to focus on team development you should work on those five components:





## How to foster individual competence development

1. **Lead by example:** Commit yourself to your own personal mastery. Lay the seed for a learning culture. Help create a learning organization.
2. **Encourage and enable self-study:** Give time, resources and room.
3. **Training and certification:** By itself a certificate doesn't mean anything but it can catalyze all other competence measures.
4. **Coaching:** Hire external coaches. Develop internal competence leaders.
5. **Learning from failure/experiments:** It is important to celebrate learning in safe environments.

## Team Communication

### Examples:

- Reduce/bridge distance
- Document relevant outcome (this is one of our nine rules for better business meetings)
- Establish rituals
- Listen/pay attention
- Nonviolent communication
- Powerful questions



Tip: [Learn more about positive feedback with the plus module Better Feedback](#)



Helping each other

Examples:

- Shared vision/goal ([see OKRs for more](#))
- Common ownership of responsibility
- Peer learning
- Knowledge hours
- [Exploration days](#)

Team competence structure

- Different competencies at different levels
- see [Team Competency Matrix](#) for more

Create tension

- [Learn more about team diversity](#)

## Management 3.0 Module: Scaling Organizational Structure

[Home](#) » [Grow Structure](#) » **Scaling Organizational Structure**

**An organization should operate like a city. Some parts emerge bottom-up while others are designed top-down. The art of management is finding the right balance between these two approaches.**

In which ways do organizations need to achieve structural balance?







- Hierarchies versus Networks
- Specialization versus Generalization
- Efficiency versus Effectivity
- Centralization versus Decentralization
- Exploitation versus Exploration

*What are common patterns for balancing organizational structures?*

- T-Skilled People
- Value Units
- Small Teams
- Semi-stable Teams
- Replace Job Titles
- Communities of Practice
- Open Allocation
- Double Linking
- Team Number One
- Local Rules



## Management 3.0 Module: Success and Failure

[Home](#) » [Improve Everything](#) » **Success and Failure**

**It's not about the first-mover advantage, it's about the fast-learner advantage.**



- Create a safe-to-fail environment.
- Don't change things, run experiments.
- Run more experiments, faster, and cheaper.

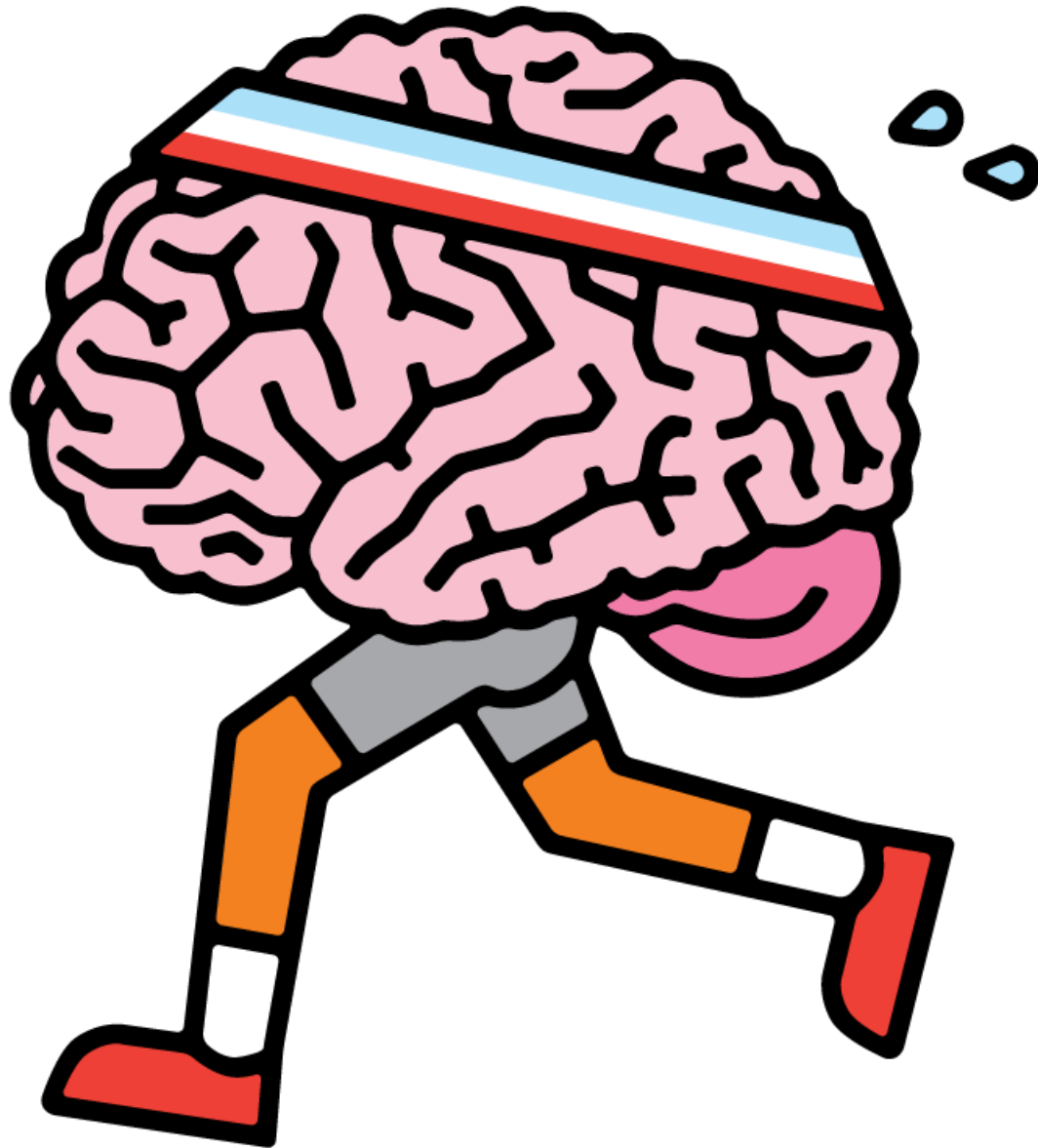
We love to tout the startup culture of fail fast, pivot, try again and yes, experimentation is a good thing. But maybe we are taking the celebration of failure too far? On the other hand, if we only follow best practices, we'll never develop new ones, they'll become old and we'll starve innovation.

So what we need is a balance, **a world where we celebrate learning!** However, we admit that it isn't easy. You need to work to build a **safe-to-fail environment** where everyone feels safe to experiment, share opinions and best practices.



**Celebrating isn't just from the top down.** We suggest you have a bell—or a gong or a cannon—in the office where someone can ring to celebrate anything at all. It's about peer-to-peer recognition and about expressing pride in ourselves.

# BRAIN RAIN



**Try a celebration grid to organize the talk around success (best practices), mistakes (bad practices, not to be repeated), and learning!** Often used in retrospectives, a Celebration Grid is a simple way to visualize and evaluate experiments because when we test something when we don't know if it'll be successful or not.

We don't learn anything if we keep repeating bad practices or good ones. We do learn when best practices fail or when mistakes are successful, but these are both unusual circumstances. We can't simply "celebrate failure" because that can include repeating mistakes. When there's a 50-50 chance of failure or success, this is an optimal time to learn. A Celebration Grid can help you open the discussion for more experimentation and learning and for discovering new best practices.

