



Management 3.0: Agile Management and Leadership

2 Days | Virtual and Face-to-Face

This course covers Management 3.0, an innovative way to approach management and team leadership within your organization. Management 3.0 was created by Jurgen Appelo and is based on the premise that management is not the exclusive responsibility of executives, but rather it is a group responsibility. Leaders should pursue the goal of growing and transforming organizations that are great places to work, where people are engaged, the work is continually improving, and clients are simply delighted.

Learning Objectives

- Understand what factors influence motivation
- Learn different methodologies, frameworks, and best practices in Agile Management Transformation
- Understand how to distribute and delegate work within an organization
- Develop key competencies for a team
- Learn to become a change agent for continuous improvement for an organization

Intended Audience

This course is designed for anyone who wants to become a true leader within their organization and to apply Agile management and transformation concepts. The typical audience includes executives, directors, human resource managers, Scrum Masters, Product Owners, Product Managers, Developers, Business Analysts, and anyone who wants to learn how to motivate and develop people, how to create and manage self-organizing teams, and define organizational structures capable of adapting to change.

Prerequisites

There are no prerequisites for this course, but students should have some experience in working within teams and have basic concepts of management of projects, products, and/or services.

Learning Topics

Topic
Agile Management
<ul style="list-style-type: none">• Discuss the challenges of leadership and governance of creative teams and people• Review different methods of leadership• Understand the contribution of the manager and team leader in Agile organizations• Workout! Develop a Personal Map
Complexity Thinking
<ul style="list-style-type: none">• Learn the fundamentals of complexity theory and its relationship to Agile• Understand the difference between complex and complicated• Examine the fallacies of traditional linear thinking• Review guidelines for complexity thinking• Workout! Apply Complexity Thinking guidelines to a case study
Motivation and Engagement
<ul style="list-style-type: none">• Explore the difference between intrinsic and extrinsic motivation• Learn the ten motivators that influence work life.• Review common techniques for understanding what is important to people on your teams• Workout! Moving Motivators
Self-Organization
<ul style="list-style-type: none">• Understand the self-fulfilling prophecy of controlling teams through micromanagement• Create empowerment through a balance of authority and ability• Distinguish between accountability and responsibility• Discuss the environment necessary to implement distributed control• Review the seven levels of delegation• Workout! Delegation Poker• Workout! Delegation Boards
Goal Setting and Aligning Constraints
<ul style="list-style-type: none">• Learn the relationship between culture, values, behaviors, and results• Creating a culture by inviting desired behavior• Ensuring clarity of values• Establish goals and boundaries to provide purpose and protect resources• Workout! Storytelling to communicate enacted values and culture
Competence Development
<ul style="list-style-type: none">• Understand the relationship between competence and achievement• Learn to build team competency by promoting<ul style="list-style-type: none">○ Individual competence development○ Helping each other○ Team communication○ Creative tension○ Competency structure• Workout! Team Competence Matrix

Organizational Structures

- Understand the value of hierarchical and non-hierarchical organization structures
- Learn how to grow a non-hierarchical organization structure that balances
 - Specialization and generalization of skills
 - Functional and cross-functional team composition
- Workout! The Meddlers
- Examine common patterns for balancing organizational structures:
 - T-Skilled People
 - Team Members as Value Units
 - Team size and duration
 - Job titles vs. continuous adaptation
 - Communities, self-selection, and informal leadership
 - Self-governance

Success and Failure

- Recognize the inevitability – and value – of failure
- Explore the value of experiments and learn to create an environment that promotes their use
- Examine the relationship between:
 - Mistakes, experiments, and practices
 - Success and failure
 - Learning
- Workout! Celebration Grids

Additional Workout! Practices and Techniques (based on time and student interest)

- Rewards and recognition with Kudo Box
- Performance management with Metrics Ecosystem and OKRs
- Team collaboration and experimentation with Celebration Grids
- Building relationships with Improvement Dialogues
- Personal coaching with Feedback Wraps
- Structuring compensation with Salary Formula and Merit Money