

How can we  
transform the way  
change management  
is delivered to organiza-  
tions within Agri-  
framework?

# MANAGEMENT 3.0

CHANGE AND INNOVATION PRACTICES

For more information <http://ionatec.com.br/cursos/management-3-0/>



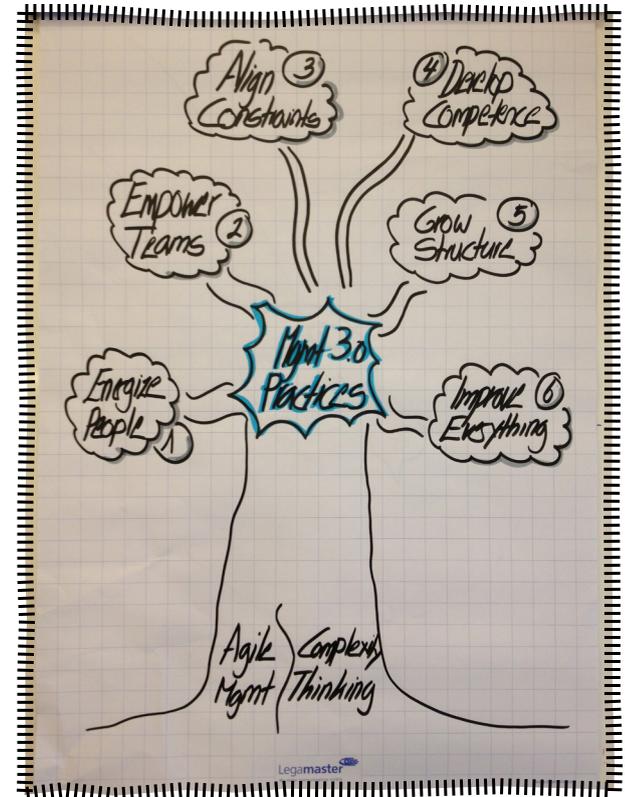
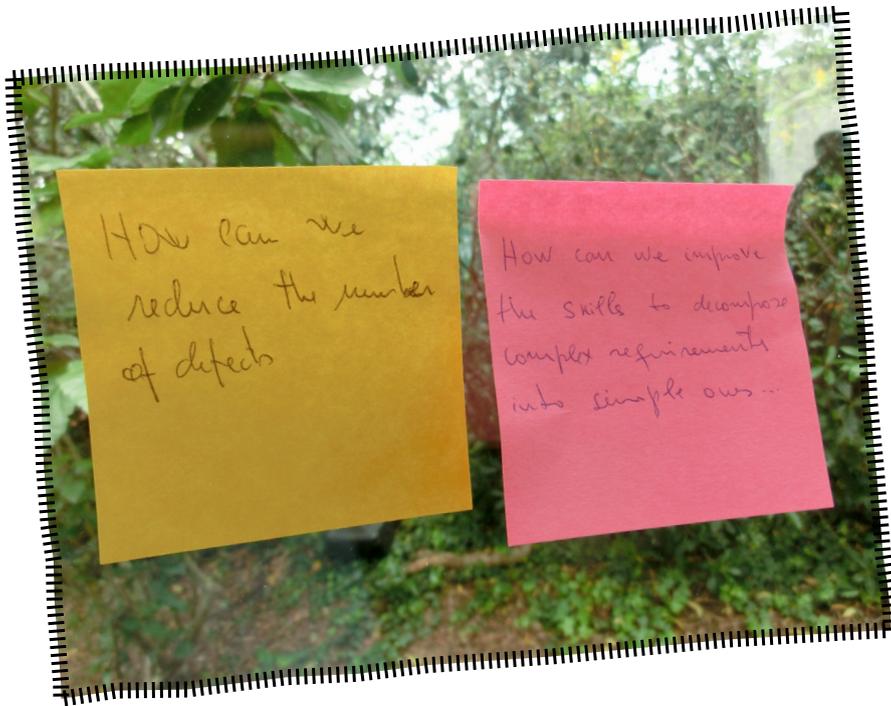
# Agile Leadership Practices

Management 3.0 is a workshop, a course, a couple of books, and a collection of concrete practices, to inspire managers and team members, who face the challenge of transforming their organizations to be more innovative, with a higher productivity. We achieve this by providing guidance and practices, and by applying new thinking to the craft, art, and science of management and leadership.



# Workshops, Courses & Tutorials

Whether it's a standard two-day course, a custom eight-hour workshop, a four-hour tutorial, or a brief 1-hour talk, all Management 3.0 events are designed to make a lasting impression.

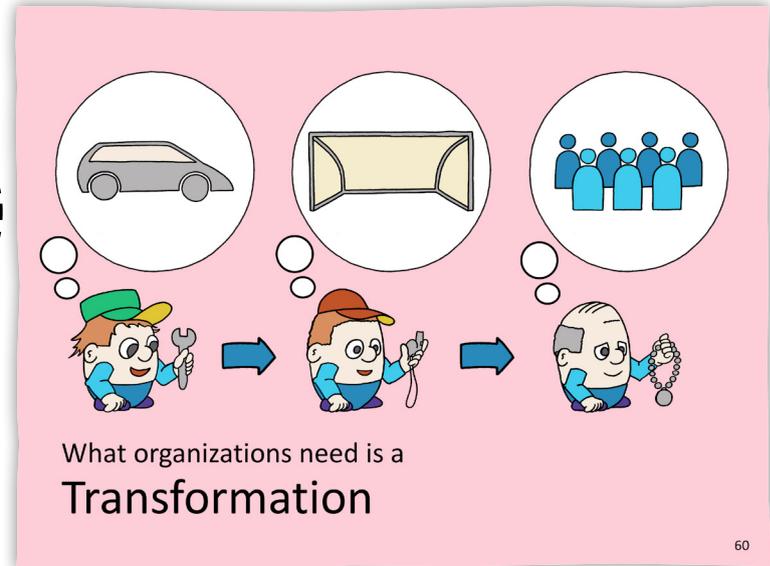
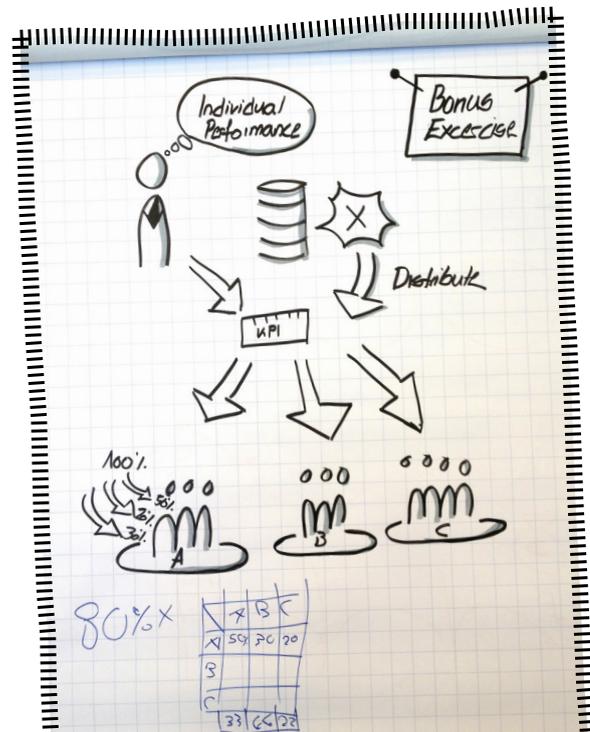


Management 3.0 has 8 major topics, which are continually refined and supplemented. The most important goal for Management 3.0 events is for people to take action to improve their organizations. All events adhere to the following principles: theory and practice in small chunks; clear and effective visuals; inspiring stories and metaphors; fun games and exercises; focused group discussions; and concrete practices with tangible results.

# Ideas for Top Management & Human Resources

Our workshops and courses are created to share ideas and experiences from innovative organizations with modern management and leadership practices. Don't wait while your best employees are quitting their jobs. Join a Management 3.0 event now!

Can we implement a balanced scorecard that doesn't treat creative employees like factory workers ?



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Can we evaluate performance without destroying people's motivation with annual appraisals ?

# Addressing Problems, Discussing Solutions

In our courses and workshops the facilitators invite participants to share their biggest challenges in management & leadership. The problems are sorted and prioritized, and they are turned into a backlog of discussion items.

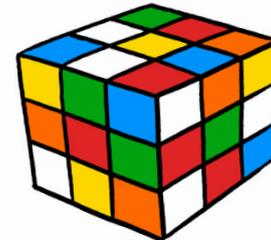


All problems are unique. And yet, similar challenges have all been faced before in one way or another. Assisted by all participants the facilitator attempts to find solutions, practices, suggestions, and references for all prioritized problems.

Very involving and with a very flexible agenda. The result was that we did some very concrete problem solving, including making use of the participants' varied experience.

Signe Bramming Andersen,  
Manager at DONG Energy, Denmark

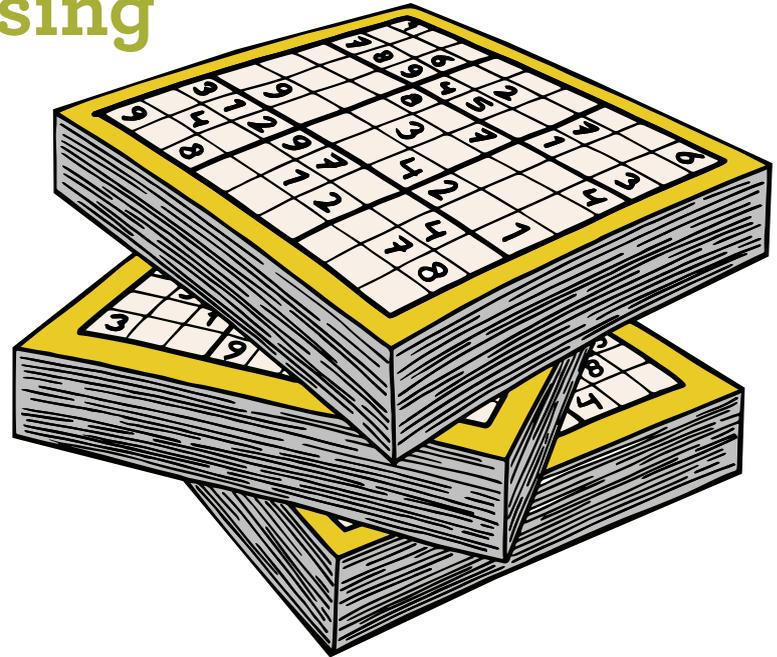
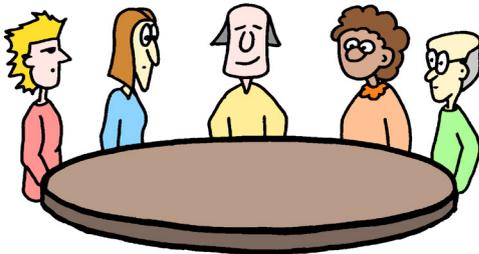
## Challenges



# Learning by Playing, Practicing by Exercising

Each of the Management 3.0 topics includes at least one game or exercise. In groups of three to seven people the attendees run simulations of real-world management issues. Sometimes the participants play as different line managers against each other. Sometimes they act together as one team leader, sharing their ideas while working on a problem.

## Debrief



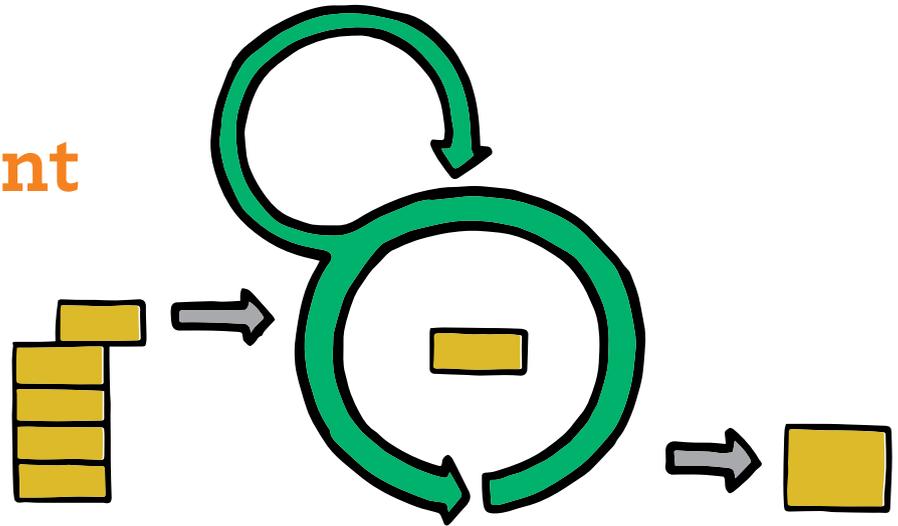
I especially liked the delegation cards and the motivation exercise, plus some of the stories.

**Pia Andersson, Manager Strategy  
and Projects at Hi3G, Sweden**

Every exercise is debriefed afterward, so that people can discuss their findings, internalize what they learned, and bring up questions and insights to be addressed by the whole group.

# Learn About Agile Management

Agile management is the generic term for leadership and governance of creative teams in a way that is consistent with agile and lean thinking. You will be acquainted with common methods, principles, and challenges in agile transformations around the world, and the necessity of management in agile organizations.



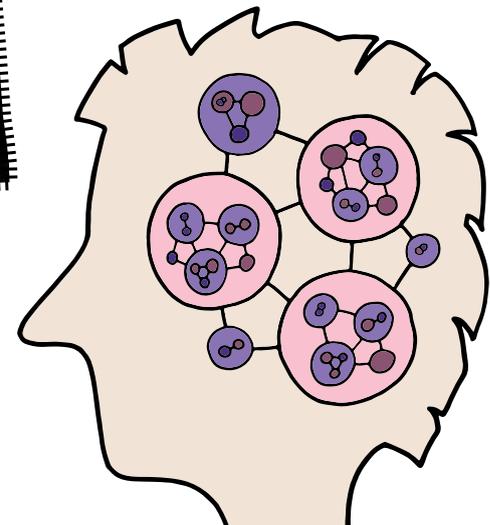
# Learn About Complexity Thinking

Systems thinking and complexity science are the cornerstones of the agile mindset. You will learn what complexity theory is, how to think in terms of systems, and how to spot the difference between complex and complicated. The principles of complexity thinking will enable you to create your own agile leadership practices.



The best feature, one that I have never seen in such courses, but always wanted, is the list of books worth reading. It makes the course only a starting point, for your own exploration on each topic.

Łukasz Nalepa,  
Scrum Master/  
Software Engineer  
at CUBE-CR, Poland



# Learn How to Energize People

How can we keep or increase motivation and passion ?

Intrinsic motivation is the reason people get out of bed in the morning. Since people are the most important parts of an organization, managers must do all they can to keep 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 to the people in your teams, such as one-on-one meetings, personal assessments, the 12 most important questions, and 360 degree evaluations.

How can we compensate people in a fair way ?

How can we keep or increase engagement and energy ?



# Learn How to Empower Teams

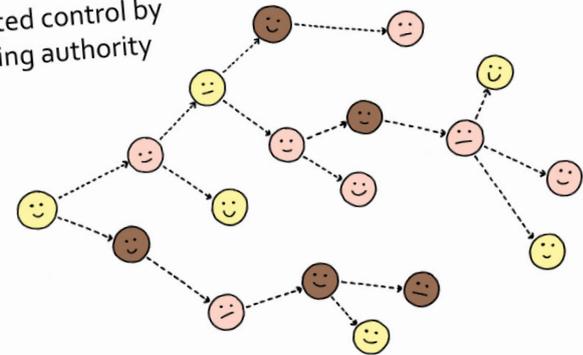
Self-organization can offer many answers when it comes to good management. Teams are able to self-organize, but this requires empowerment, authorization, and trust from management. You will learn how to make self-organization work, how to distribute authorization in an organization, the challenges of empowerment, how to grow relationships of trust, and several techniques for distributed control, such as the 7 levels of delegation, and delegation boards.



How can we get teams to take ownership and responsibility ?

How can we improve teamwork and interaction ?

**Empowerment**  
is implementing  
distributed control by  
delegating authority



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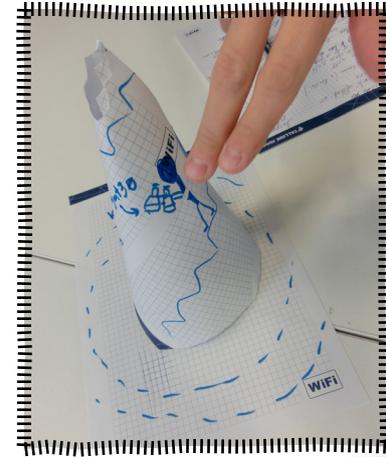
Having experienced the games was quite useful to realize that they work. They are all good exercises to play with my teams.

**Alejandro Scandrolí,**  
Developer and Founder at  
Amneris Web Solutions, Spain

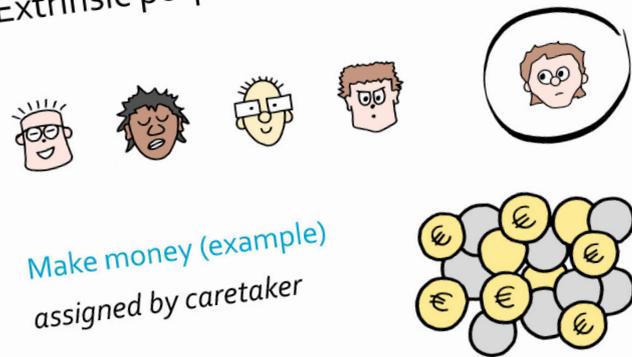
# Learn How to Align Constraints

Goal setting is important, since self-organization can lead to anything. Therefore it's necessary to protect people and shared resources, and to give people a clear purpose and defined goals. You will learn when to manage and when to lead, how to use different criteria to create useful goals, about the challenges around management by objectives, and about potential negative effects of self-organization.

How can we align teams with product owners and management ?



## Extrinsic purpose of a team

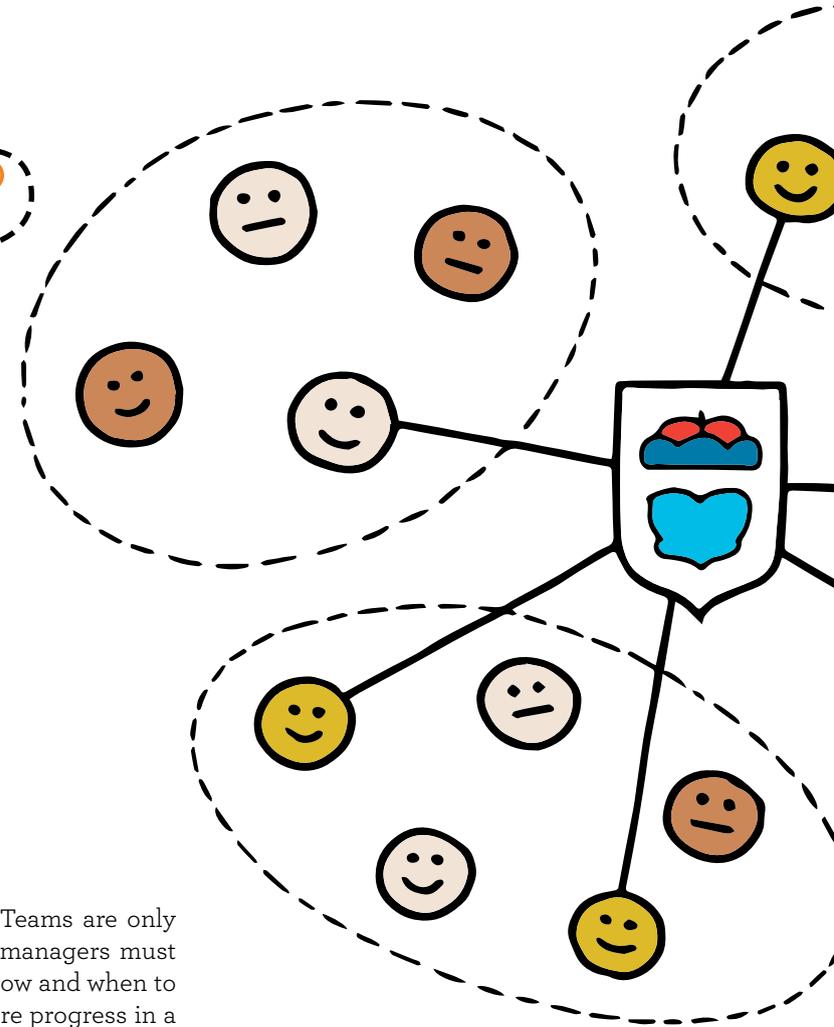


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How can we get one team to focus on one goal ?

# Learn How to Develop Competence

How can we develop people's competences and skills ?



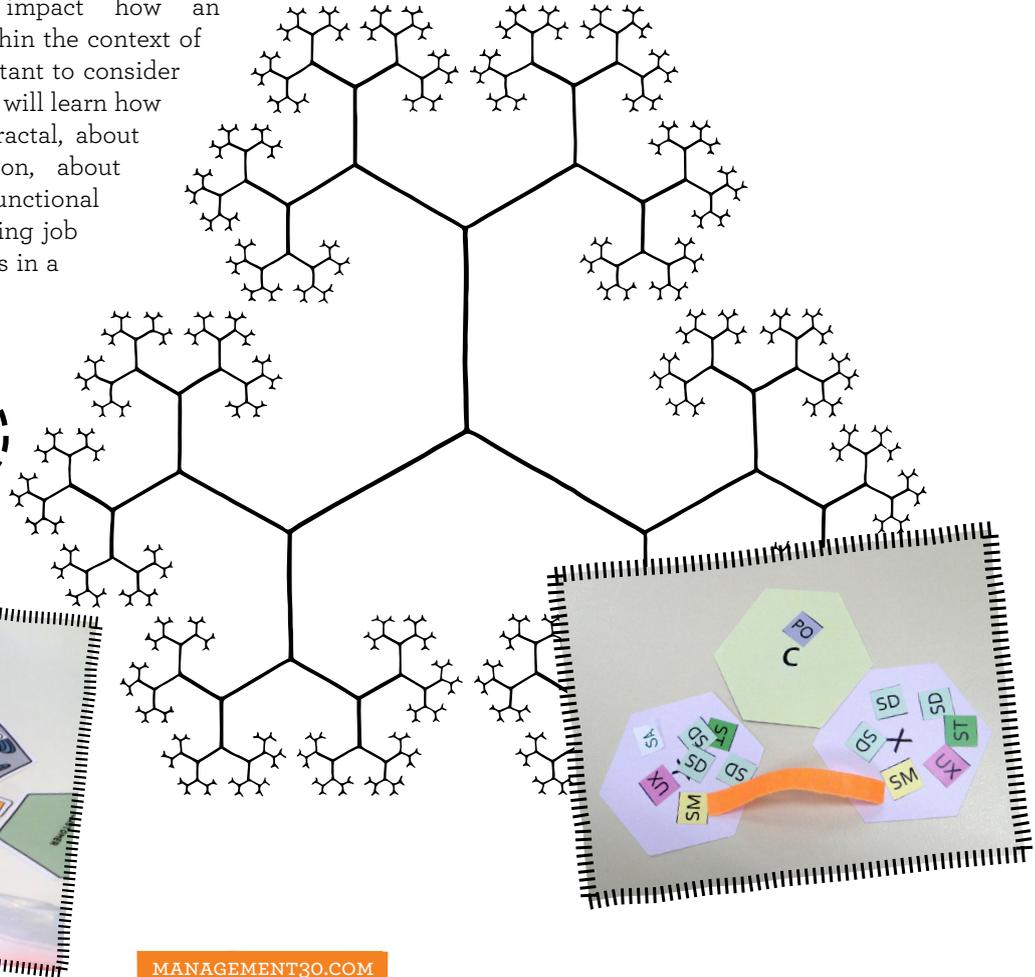
Competence development is key when it comes to doing a good job. Teams are only able to achieve their goals if team members are capable enough, and managers must therefore contribute to the development of competence. You will learn how and when to apply the seven approaches of competence development, how to measure progress in a complex system, the effect of sub-optimization, and several tips for useful metrics.

# Learn How to Grow Structure

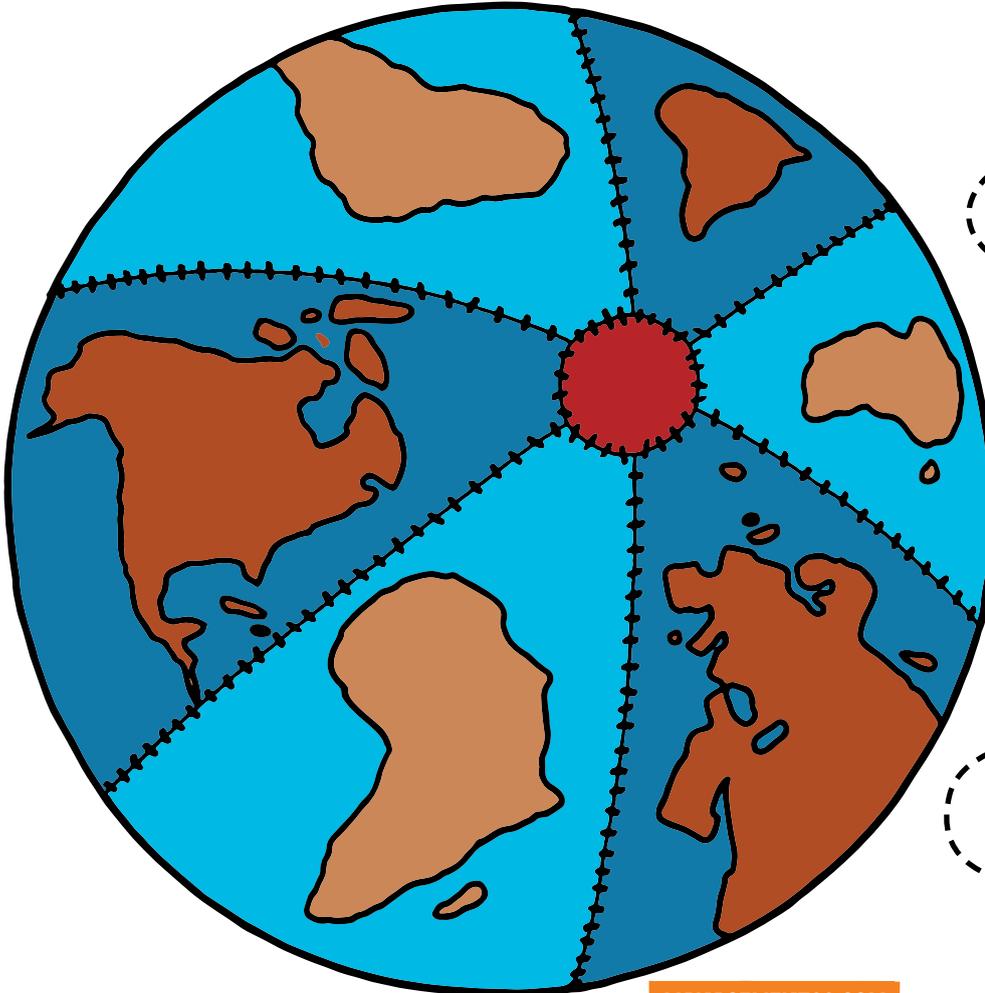
How can we be Agile in a geographically distributed organization ?

Organizational structures significantly impact how an organization works. Many teams operate within the context of a complex organization, and thus it is important to consider structures that enhance communication. You will learn how to grow an organizational structure as a fractal, about balancing specialization and generalization, about choosing between functional and cross-functional teams, about informal leadership and widening job titles, and about treating teams as value units in a value network.

How can we work with multiple projects and product owners ?



# Learn How to Improve Everything



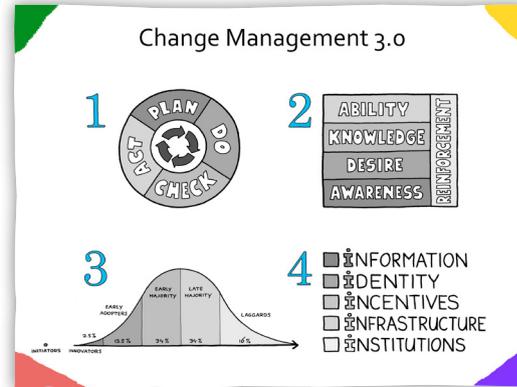
How can we get management and business to become Agile ?

How can we change the organization's culture ?

How can we be Agile when the environment is non-Agile ?

How can we help people learn and improve themselves ?

Change management is one of the things people in all kinds of organizations struggle with most. People, teams, and organizations need to improve continuously, in order to defer failure for as long as possible. In practice this means that managers and leaders must act as change agents, trying to change the social complex systems around them. You will learn about the four facets of change management, which address the system, the individuals, the interactions, and the boundary of the system.



How can I...



### MANAGEMENT 3.0

Agile Leadership Practices

- "Make" the rest of the organization more Agile?
- "Motivate" my employees to develop themselves?
- "Convince" customers they should accept Scrum?
- Etc...

### Improvement Backlog

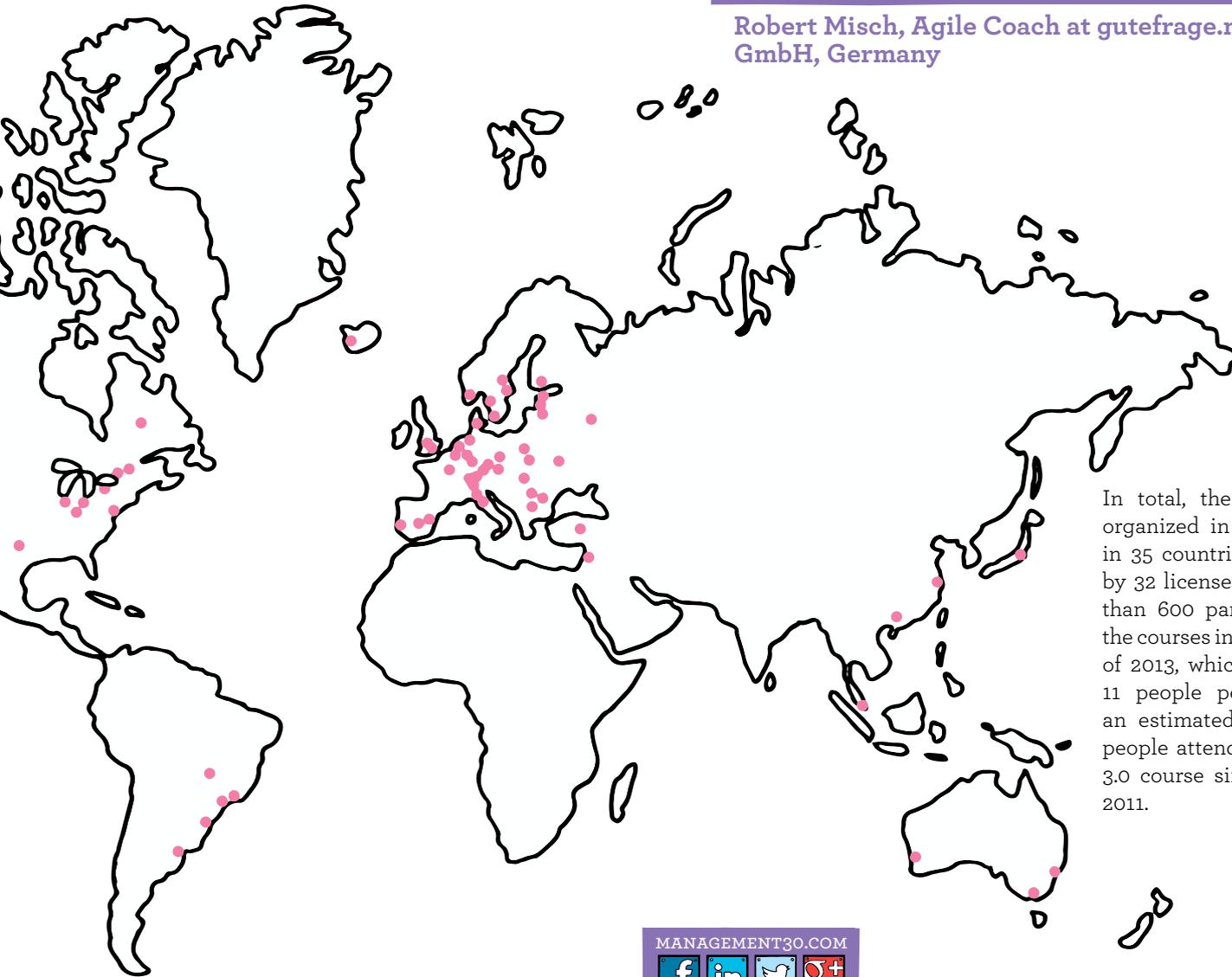
- Can be implemented as "impediment door"
- Impediments to solve by management
- Teams prioritize the queue of requests

Great course! One of the best I've done

Damian Fasciani,  
Technology Services  
Manager, REA Group, Melbourne, Australia

“This was one of the best courses I’ve ever attended!”

Robert Misch, Agile Coach at [gutefrage.net](http://gutefrage.net)  
GmbH, Germany

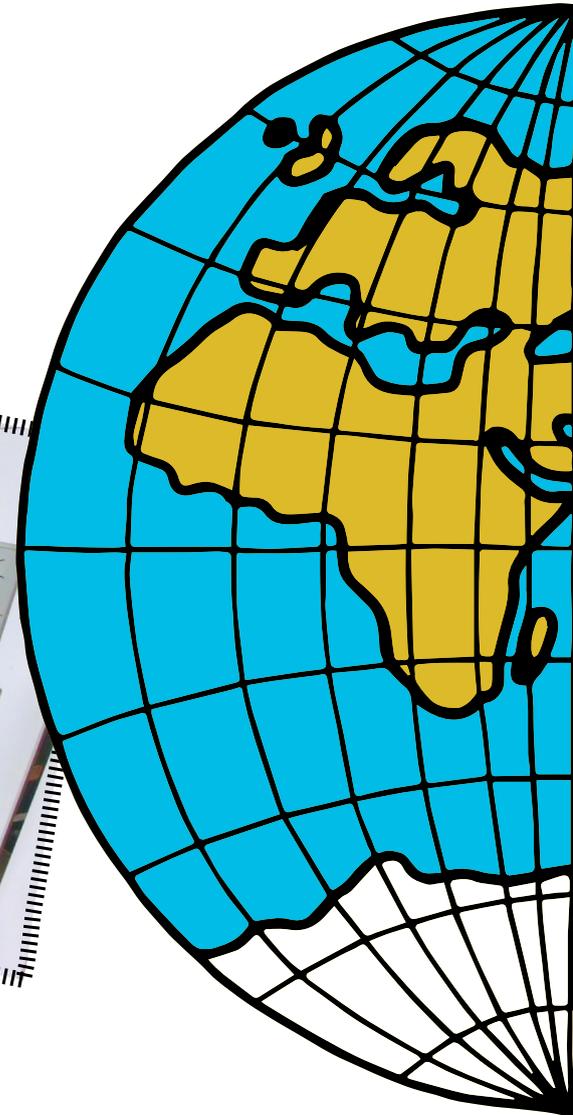
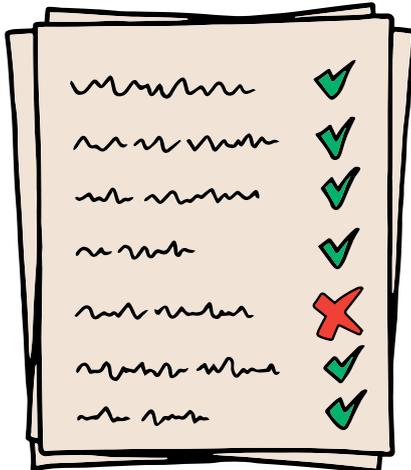
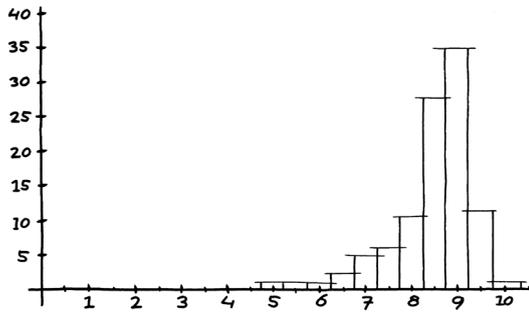


In total, the course has been organized in 78 different cities in 35 countries on 4 continents by 32 licensed facilitators. More than 600 participants attended the courses in the first six months of 2013, which is an average of 11 people per course. Overall an estimated number of 2,000 people attended a Management 3.0 course since our kick-off in 2011.

# Evaluations and Ratings

An amazing 48% of our Management 3.0 courses receive an average rating of 9 (out of 10) or higher from the participating groups, while 85% of the courses have been rewarded with an average group rating of 8 or higher.

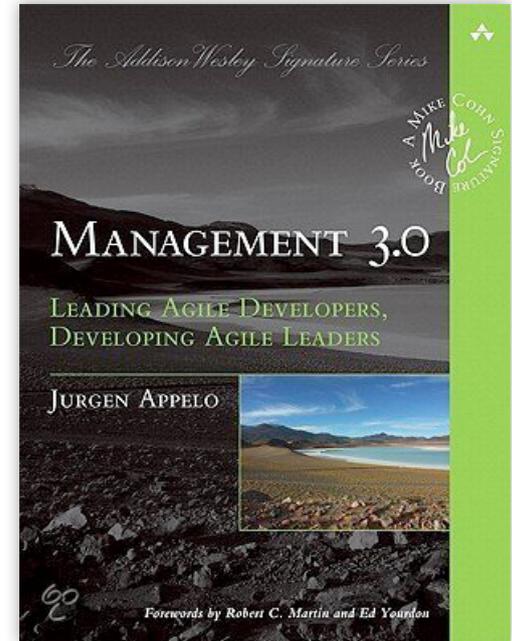
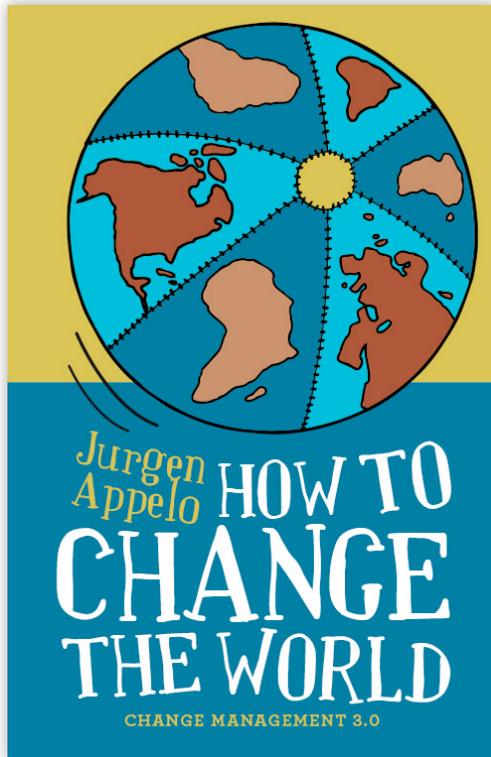
The participants rate the course individually with a 9 or 10 in 62% of the cases. Our Net Promoter Score is: 56%



# Management 3.0

Agile management is an often overlooked part of Agile. Managers need to learn what their new role is in software development organizations in the 21st century, and how to get the best out of Agile. This book will help them.

[www.management30.com/product/management30](http://www.management30.com/product/management30)



## How to Change the world

“How do I deal with my crappy organization? I like my work but I don’t like what our management is doing. How do I deal with it?” Well, it’s take it, leave it, or change it... This booklet for those who choose option 3.

[www.management30.com/product/how-to-change-the-world](http://www.management30.com/product/how-to-change-the-world)

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