ROAD 2 MASTERY

WELCOME TO

SURVIVING SELF-MANAGEMENT

7.1 PRESTUDY

AGENDA

7.1 **Prestudy**

7.2 Preconditions

7.3 Mastery & Autonomy

7.4 Empowering Plays

7.5 Team Decision

7.6 Torchbearers

7.7 Assessment

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WELCOME

Imagine your team is stranded on its own island.
Does it have everything it needs to manage on its own?

We will foster conditions for self-management to thrive.

Experience the beauty of a well-managed, unmanaged team.

Through this expedition, you'll be able to provide teams with self-management survival kits and skills.

- **Understanding preconditions to self-management.**
- **Fostering a better environment using empowering plays.**
- **Understanding how to make decisions effectively as a team.**

07 SURVIVING SELF-MANAGEMENT

Concepts

- ✓ Invitation Only
- ✓ Prerequisites
- ✓ Cross-functional
- ✓ Autonomy
- ✓ Accountability
- ✓ Empowerment
- ✓ Decision making
- ✓ Consensus
- ✓ Small Wins

Plays

- ✓ Treasure Map
- ✓ Backpack
- ✓ How I...
- ✓ Magic Wand
- ✓ Pirate Hat
- ✓ Message in a Bottle
- ✓ It's a trap!
- ✓ Stuck
- ✓ Wilson!
- ✓ Tacos
- ✓ Beach Signals
- ✓ Office Raft
- ✓ Beach Bar

R2M

ADRIFT...

Self-management is a test of survival. Unexpected events may "wreck" plans. Navigating between expectation and reality is challenging. So is navigating between what *has* happened and what *may* happen.

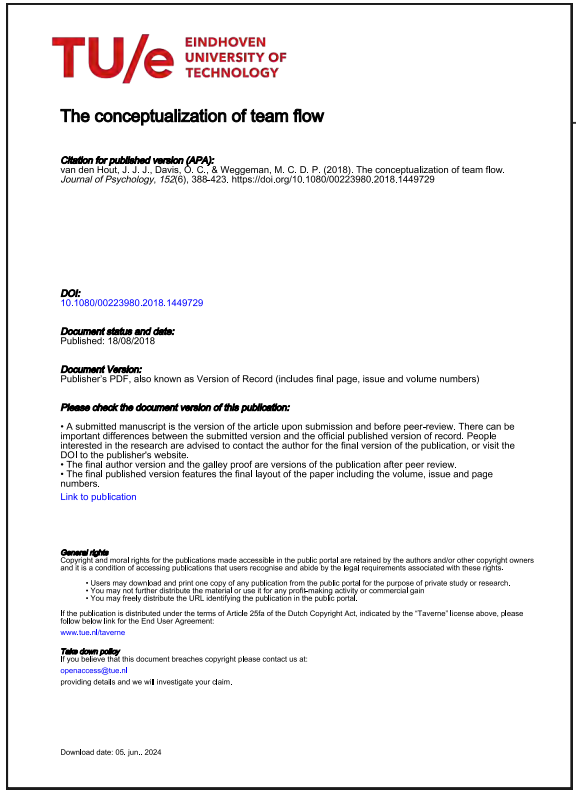
If we know where we are, we are not lost, even when we are not where we wanted to be. Some teams never know where they truly are, and pretend to be somewhere where they are not. That's one of the biggest reasons why they grow unhappy.

Leading a team to be self-managing means knowing how to let others lead.

Teams that validate their work and act on what they learn become more self-reliant. It's great to become self-reliant, but not isolated. So don't create borders, but build bridges.

When one finds oneself shipwrecked on an island, one survives by creating connections. Connections to your inner self, to each other, the island, the ocean, and what it provides. You use all this to connect to the wider world.

DATA HUNT



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1. **What is the definition of 'team'?**
2. **What is the definition of 'team flow'?**
3. **What are the team flow prerequisites?**
4. **What are the team flow characteristics?**

https://pure.tue.nl/ws/portalfiles/portal/103869737/The_Conceptualization_of_Team_Flow.pdf

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TEAM DECISIONS

A self-managing team will need to work out how to make decisions together. The team will get bogged down if there is no clear decision-making strategy.

When there is a lack of decisiveness, a team will experience reduced transparency, reduced autonomy, and more complacency.

Making decisions together feels counter-intuitive.
We have grown accustomed to top-down and individual decision-making.

Awkward it may be at first, but over time it becomes a natural habit for self-managing teams.

Making a decision comes with accountability. It can be comfortable to shy away from it - and be a follower. In fostering self-management however, everyone needs to step up and become a leader.

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IT'S A TRAP!

Promoting self-management within teams is a powerful approach that encourages autonomy, accountability, and engagement among team members. However, one common pitfall in this process is falling into what is known as the "consensus trap." Understanding this concept is crucial for leaders and facilitators who aim to foster effective self-managed teams.

The consensus trap occurs when a team places too much emphasis on achieving unanimous agreement on decisions. While consensus can seem like a desirable goal, ensuring everyone is on the same page, it can lead to several challenges that undermine the efficiency and effectiveness of a self-managed team. The key issues include:

- **Decision Paralysis**
- **Quality Compromise**
- **Groupthink**
- **Disengagement**
- **External Dependency**

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TORCHBEARERS

A torchbearer is a pioneer ‘carrying the flame’ of innovation and improvement with passion and great spirit to improve.

The concept originates in ancient Greece where a sacred fire burned at the altar of Hestia, goddess of the hearth, symbolizing purity and the pursuit of excellence. This tradition was reborn in the modern era, becoming a beacon of unity and peace during the Olympics.

The flame’s journey across continents, through cities and remote villages, bridges cultures and nations.
Each torchbearer, young or old, famous or ordinary, contributes a chapter to a story that spans generations and geographies. They carry the flame not just for themselves but for all of humanity, reminding us that even in the face of adversity, we can achieve greatness together.

The flame and its bearers inspire us to strive for excellence, to embrace our shared humanity, and to dream of a world united in peace. Their journey is a powerful reminder that, like the flame, our spirit can shine brightly, igniting hope and illuminating the path to a better future.

THE TORCHBEARER'S COMMITMENT

1. **Innovation and Inspiration:**
   Carrying the flame of innovation to illuminate the path to collective growth.
   A torchbearer helps foster an environment where team members feel secure in expressing diverse perspectives, ensuring a conducive atmosphere for optimal team performance.

2. **Mentorship and Knowledge-sharing:**
   Support each team member by facilitating knowledge exchange and training each other. Make it everyone's duty to forward knowledge and skills to other team members.

3. **Upholding Ethical Standards:**
   Actions illuminated by integrity ensure the flame shines brightly in both achievements and ethical conduct. Fostering ethical standards is an integral part of The Torchbearer's accountability.

4. **Grow Respect:**
   Encourage team members to speak up and do the right thing. It's a duty to support team members in becoming heard, seen, and respected members of the organization.

5. **Resilience in the Face of Challenges:**
   Challenges can lead to behaviors that dim the flame, but the torchbearer's commitment is unwavering. Through positive encouragement, a torchbearer stimulates a course of action beyond what is currently deemed possible. It is about empowering others in creative problem-solving.

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Relax.