

Real Experiment with no Managers!

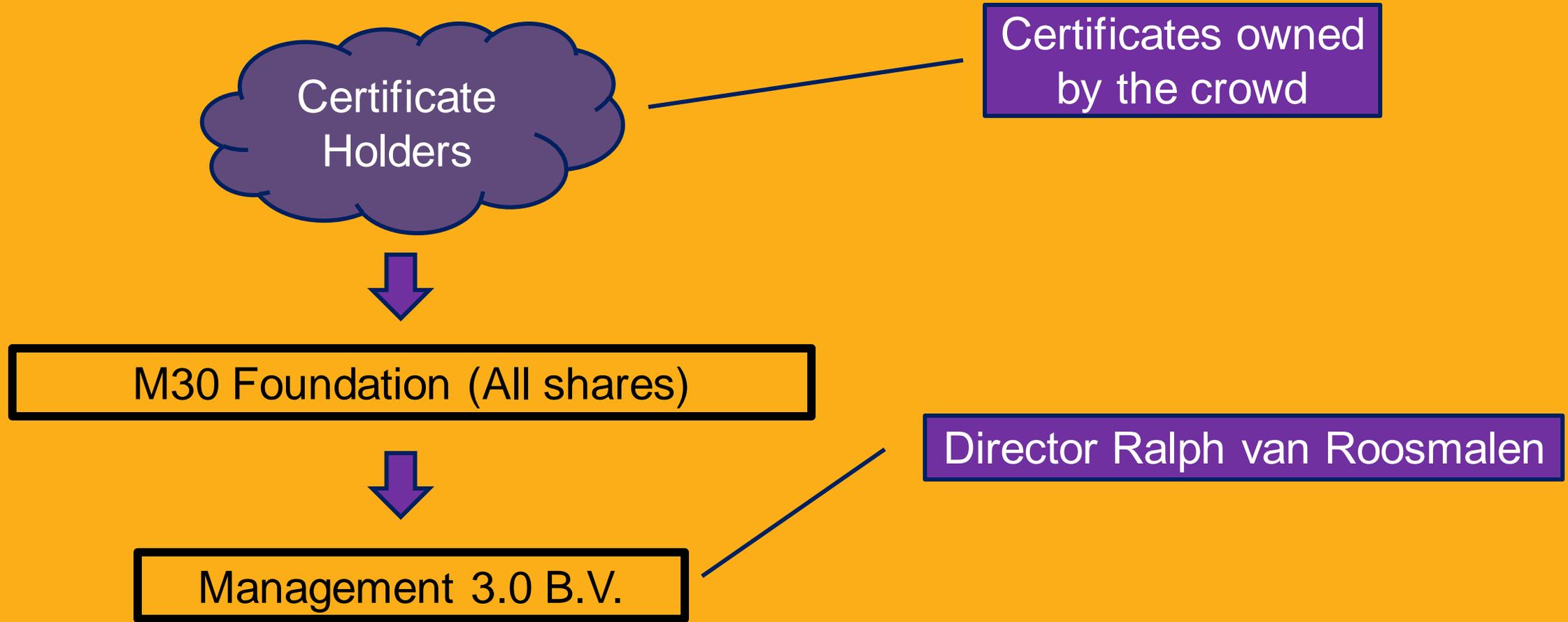
Agile Prague 2019



MANAGEMENT 3.0

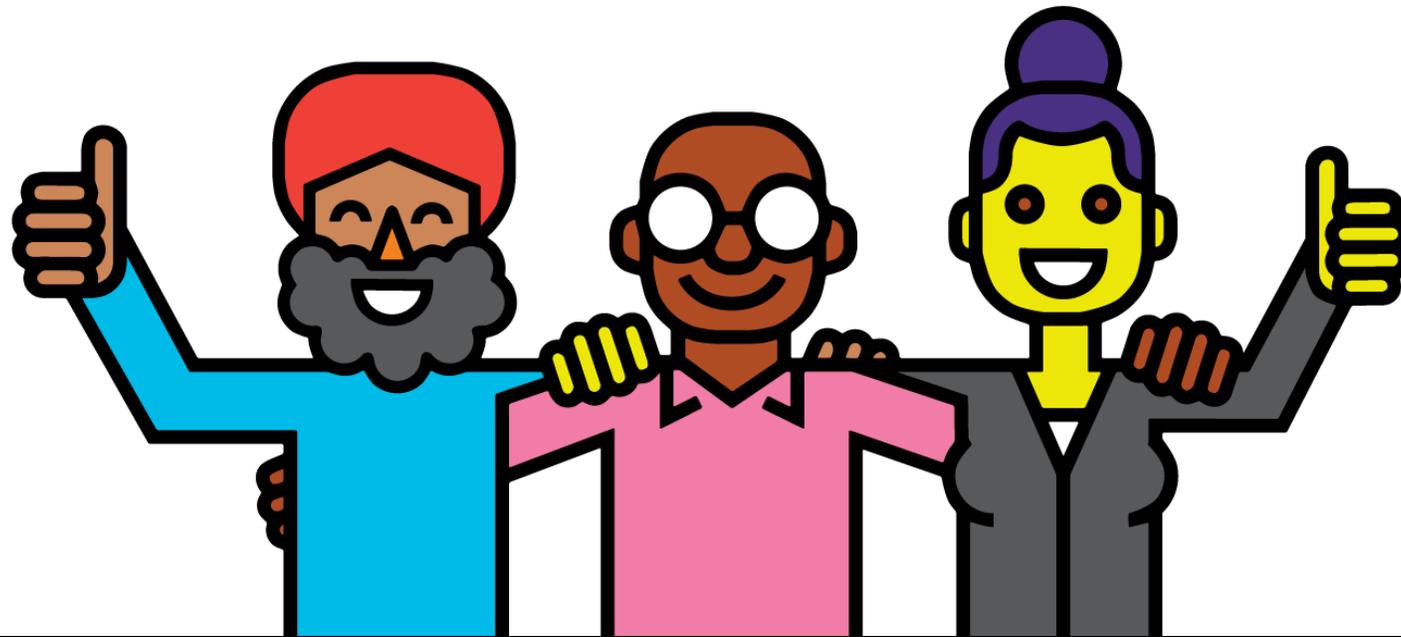
**2011. Franchise. 430+ Facilitators, 100+ Supporters. Two workshops.
Japanese, Portuguese, German, Spanish. Worldwide.**





Legal Structure

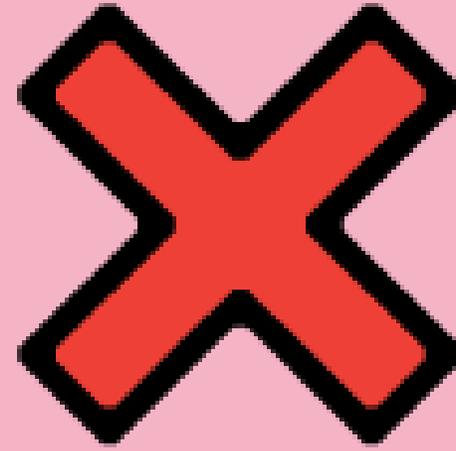
How do we make hiring decisions?



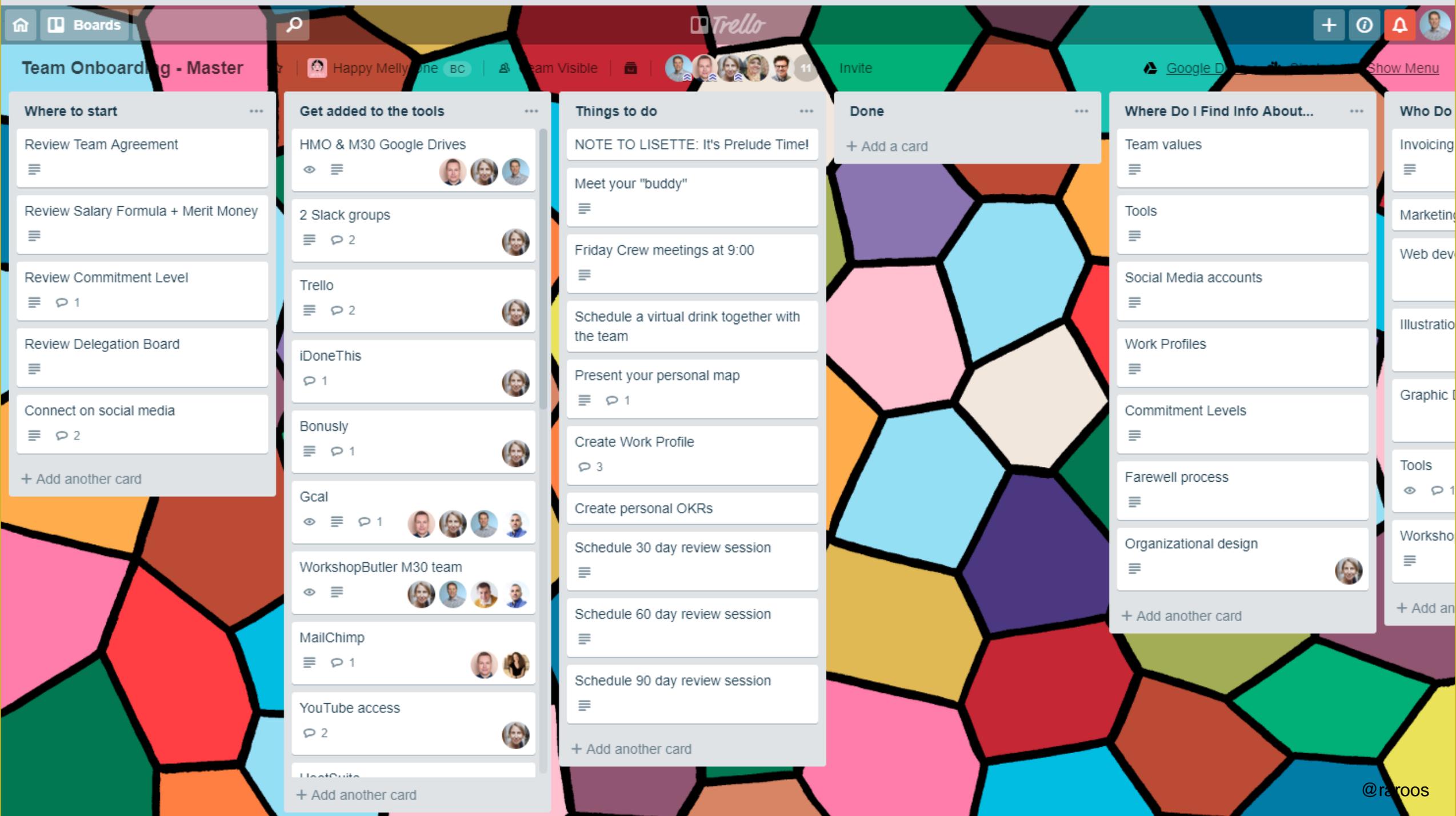
**Who decides if we hire a
new team member?**







Everyone can decide to reject a candidate.



Team Onboarding - Master

Where to start

- Review Team Agreement
- Review Salary Formula + Merit Money
- Review Commitment Level
- Review Delegation Board
- Connect on social media

+ Add another card

Get added to the tools

- HMO & M30 Google Drives
- 2 Slack groups
- Trello
- iDoneThis
- Bonusly
- Gcal
- WorkshopButler M30 team
- MailChimp
- YouTube access
- NextSuite

+ Add another card

Things to do

- NOTE TO LISETTE: It's Prelude Time!
- Meet your "buddy"
- Friday Crew meetings at 9:00
- Schedule a virtual drink together with the team
- Present your personal map
- Create Work Profile
- Create personal OKRs
- Schedule 30 day review session
- Schedule 60 day review session
- Schedule 90 day review session

+ Add another card

Done

+ Add a card

Where Do I Find Info About...

- Team values
- Tools
- Social Media accounts
- Work Profiles
- Commitment Levels
- Farewell process
- Organizational design

+ Add another card

Who Do I...

- Invoicing
- Marketing
- Web dev
- Illustration
- Graphic D
- Tools
- Worksho

+ Add another card

**You all make a
lot of money
probably!?**



Intrinsic

Making the world a better place by improving management!

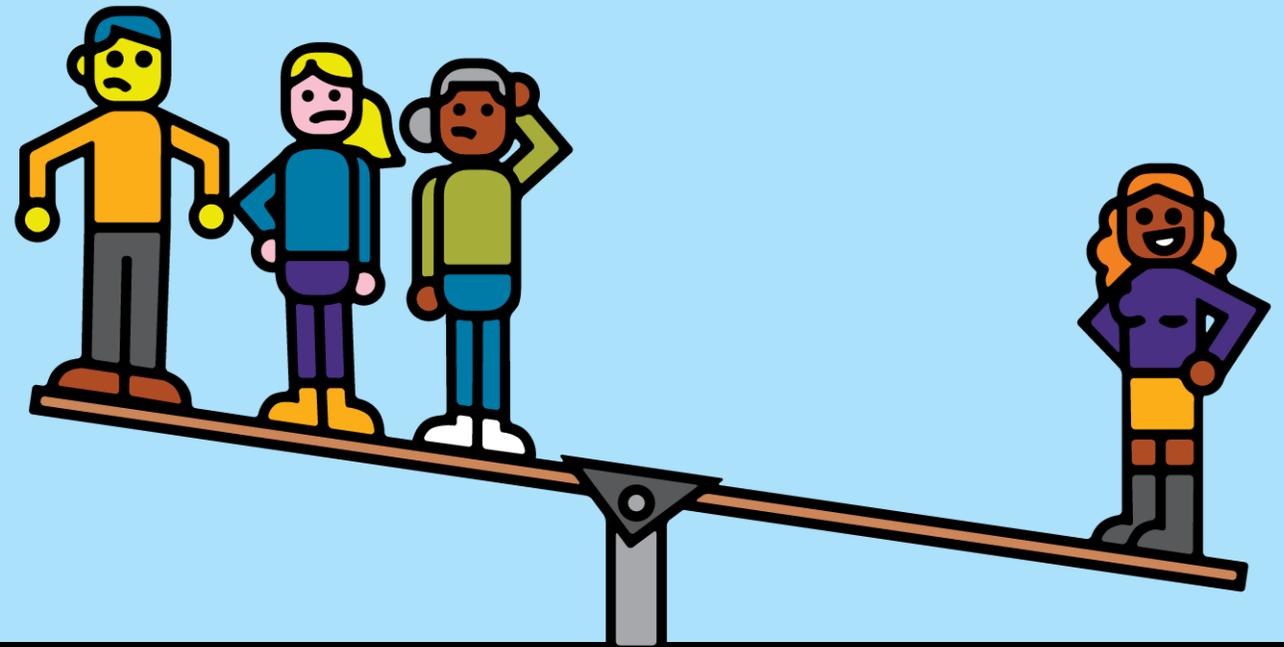


Extrinsic

Our Team Retreats, our Team and being able to work everywhere, at any time!



**Intrinsic and extrinsic motivation
are important, but still salaries
should be fair!**



Salary Formula

- Commitment Level 1..5
- x euro per commitment level
- Between $x*1$ and $x*5$ euro per month
- No location factor
- No experience factor
- No role factor



OK, but who decides on raises?



**Err, is our current approach
fair?**



Salary Ralph

This brief document outlines how I would like to be paid for my services for Happy Melly One.

Current situation

My primary role is Agile Coach and being a facilitator Management 3.0, Lean Change Management and Collaboration Superpowers. I make on average around XXK (Gross) per month. My roles at Happy Melly are a side job. They won't be full time because I really love the things I do as coach and facilitator, but I do want to contribute to Happy Melly One and work with the team. Additionally, I will never be able to make the money I make today at Happy Melly One.

Roles

I have two roles in the team, one is taking care of the content and the other role is the CEO. I am also the only person registered at the Chamber of Commerce with Happy Mello One.

I looked at similar roles and I decided to compare the content role with the function of a publisher. My role as CEO I compare with a (general) director at a company.

Salary¹

I first explain/calculate the salary if I were working full time for HMO.

Publisher

I did some research on Dutch websites, and my conclusion is that the average salary of a publisher of my age gets around 3123 euro a month.

<https://loonwijzer.nl/home/salaris/salarischeck?job-id=2642070000000#/>

<https://www.nationaleberoepengids.nl/Uitgever>

<https://www.intermediair.nl/salariskompas/#/results>

General Director

I did some research on Dutch websites, and my conclusion is that the average salary of a

We decided to keep the current system!



Bonus

Although our salary is relative low, our bonus is relative high!



Six Guidelines for Rewards

① Don't promise rewards in advance



② Keep anticipated rewards small



③ Reward continuously, not just once



④ Reward publicly, not privately



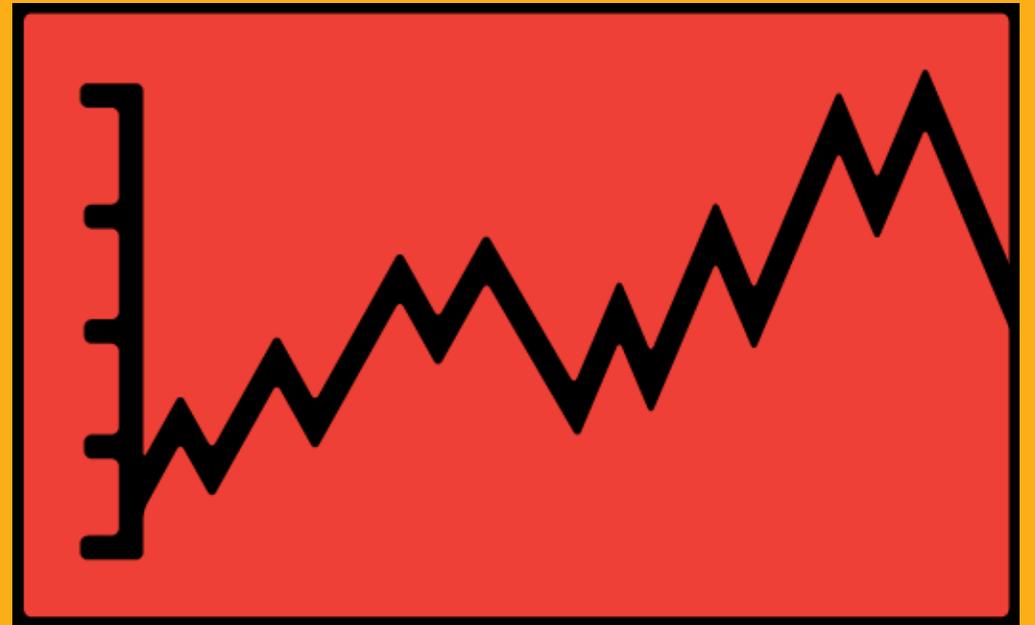
⑤ Reward behaviors, not only outcomes



⑥ Reward peers, not just subordinates



If we make 5.000 euro or more profit in a month, we reserve 20% of the profit for bonus money!



+10



1h ago

Sam: +10 @aisha #trust feel like if I reach out you've got my back, which is always nice!

Comment Add On

Add a comment

+10



1h ago

Sam: +10 @chad #transparency #responsiveness for voting on the book question and for giving your feedback. You don't miss a beat and it's awesome

Comment Add On

Add a comment

+10



1h ago

Sam: +10 @hannu @nadine @ralph for driving the support project forward so well with great ideas and #collaboration.. #focus #accountability #pro-activity

Comment Add On

Add a comment

+15



1h ago

Top Bonus Receivers

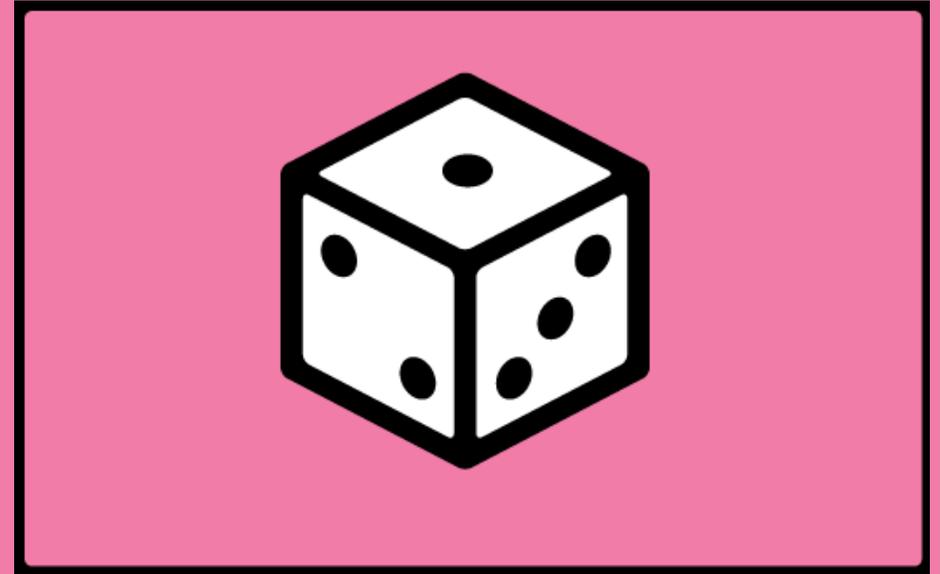
N Nadine	9
Chad	5
Lisette	5
Hannu	4
Ralph	4
Sam	3
Tahira	3
Voranc	3
Aaisha	2

Trending

#trust	7
#pro-activity	6
#collaboration	5
#accountability	4
#transparency	3
#focus	2
#fun	2
#responsiveness	2

**Remember, “Don’t promise
rewards in advance”?**

**First meeting of the month,
we roll a dice! Six is pay out!**



How do you decide on our goals, or are you a hippie company without goals and pressure?



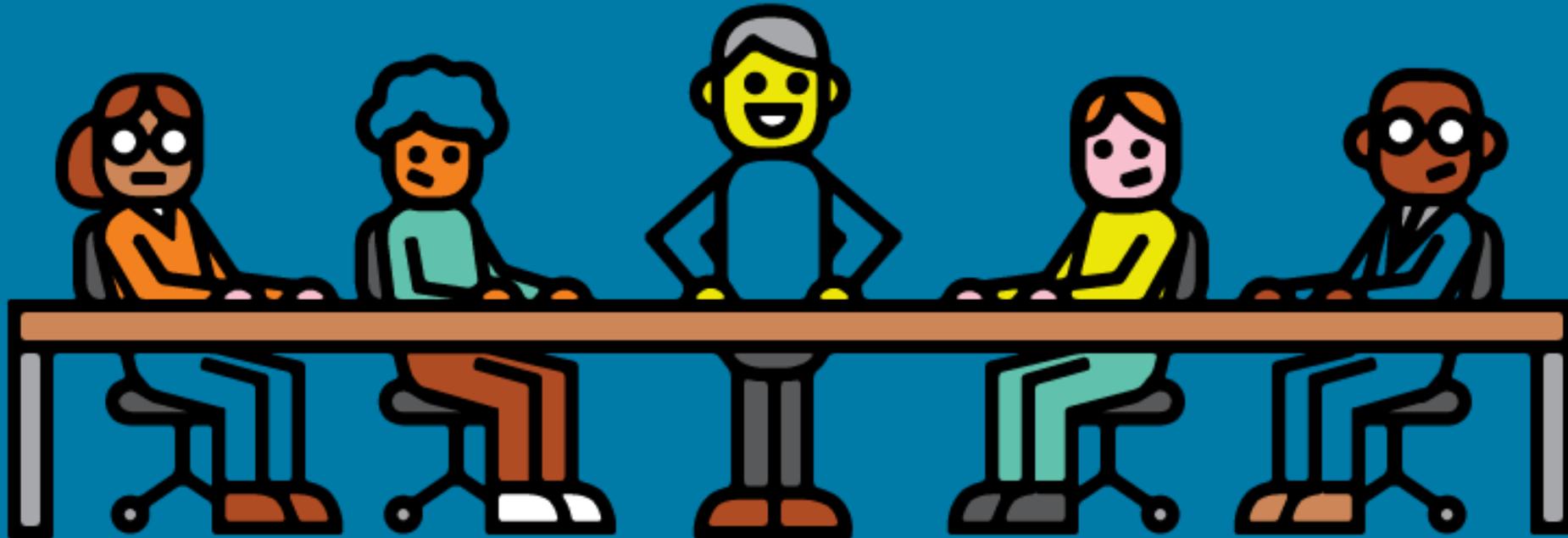
**In the beginning we did not have
any goals...**

**But this didn't feel good, and our
co-owners were asking for our
goals.**

**And, research shows organizations
with (clear) goals perform better!**



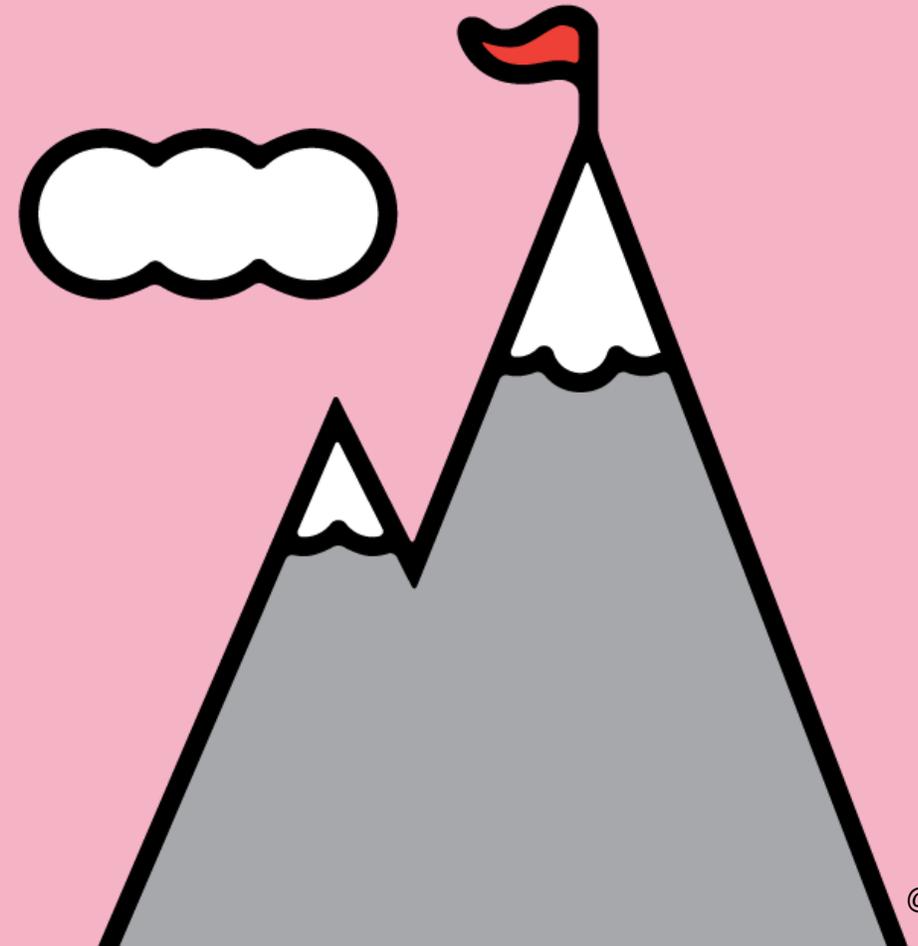
We discussed how to approach goal setting on our next team retreat



Objective Key Results

Let's try OKRs.

"OKRs are a simple way to create structure for **companies**, teams, and **individuals**."



	Description	Results
Objective 1	<i>Keeping HM Running, by minimal effort and everybody in the community happy</i>	30%
Key Results	Move from HM CL8 to CL2 by March 30 2018	50%
	Churn = 50% (current ~60% retention - members that renew)	0%
	Increase podcast audience by 20%	0%
	Automate on/off boarding by 100%	100%
	Increase website traffic from HM => M30 by 3% (Referral Traffic from HM website as of Nov 3-Feb 3 = 733 or 6.74% of total referrals KR = 880 referrals from HM website)	0%
Objective 2	<i>Increase brand awareness</i>	50%
Key Results	Find and hire best paid marketing person someone by 31 March 2018	0%
	Create paid marketing plan by end of 30 april	100%
Objective 3	<i>Pivot branding & marketing from HM to M30</i>	0%
Key Results	M30 newsletter signup grows 20% (as of Feb 3 list post import is 25,197, KR=30,236)	0%
	Social media - Site traffic growth 20% (Social Traffic Nov 3-Feb 3 = 3,673, KR = 4,408)	0%
	Increase #m30-experiences to 20 new topics/month (currently about 3/month)	0%
Objective 4	<i>Minimize the time for new facilitators to organize their first succesful event</i>	23%
Key Results	Lower time from WBS Registration to 1st scheduled event by 20%	0%
	New facilitator webinars series-monthly where 50% of new facilitators attend	0%
	100% of new facilitators join Slack & introduce themselves	90%
	100% of facilitators have updated their WSB profiles	0%

Lisette									
	Description	Results	23-3-2018	30-3-2018	6-4-2018	13-4-2018	20-4-2018	27-4-2018	
Objective	Keeping HM community members happy (i.e., churn rate > 50%)	0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Key Results	Regular posts (3 days/week) in the HM community channels: tips, tools, no marketing - pure useful content	0%							
Objective	Team objective of some kind... like keep team aligned and communicating or something	0%							
Key Results	Reorganize google drive - so that 100% of the team is happy with it	0%							
	Schedule 1 team agreement session and 2 retrospectives - follow up on 100% of action items	0%							
	100% team attendance at next retreat PLUS fully facilitated agenda setup BEFORE we arrive	0%							
Objective	Minimize the time for new facilitators to organize their first succesful event	0%							
Key Results	Make sure that every Facilitator completes WSB profile	0%							
	Increase open rate of Facilitator onboarding auto-emails to 100%	0%							
Tahira									
	Description	Results	23-3-2018	30-3-2018	6-4-2018	13-4-2018	20-4-2018	27-4-2018	
Objective	Improving Facilitator's On-boarding Experience	0%	10%	17%	30%	50%	60%	80%	
Key Results	Re-working on the Licensing process/ Tater On-boarding / Of-boarding Activity	0%	0%	10%	10%	20%	30%	50%	
Objective	Automation/Semi-Automation	0%							
Key Results	Facilitator's New License agreement process through Panda Doc		30%	50%	100%	100%	100%	100%	
	Reminders / License Expiry notes etc template in Panda Doc		0%	0%	0%	10%	50%	100%	
Objective	Finance Process Documentation / Reporting								
Key Results	Documentation: VAT Document / Annual Reports		10%	10%	10%	20%	20%	50%	
	Reports : Standardizing / Improving Monthly-Quarterly-Annual-Adhoc Reports		20%	20%	40%	40%	60%	90%	
	Documentation : Bank Accounts & Paypal Reconciliations / Payables Flow and Recon / AR Follow-up Process		0%	10%	20%	30%	30%	60%	
Voranc									
	Description	Results	23-3-2018	30-3-2018	6-4-2018	13-4-2018	20-4-2018	27-4-2018	
Objective	Minimize the time for new facilitators to organize their first succesful event	0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Key Results	Reorganize the google drive to make files easier to find - <3 questions per quarter to support email re: file questions	0%							
	Invite all new facilitators who joined in the last 3 months to join the monthly hangout (send email)	0%							
	Offer 1:1 video call to new facilitators to explain them everything ()	0%							
		0%							
Jennifer									

Too complicated.

We decided to only define organizational OKRs. Half a year, review them monthly and discuss them every team retreat.





Goals next six month - H2 2019



Management 3.0 BC



Team Visible



+3

Invite

Goals for end of 2019 ::: Active group of supporters supporting, using M30 and actively exchanging experiences about M30.

300+ Supporters

Profit 40.000 €

People rank the supporter level with a positive NPS Score.



+ Add another card

Launch the Agile Talent (ICC-TAL)

We have 15 thingies sold

5 confirmed workshops

NPS of the new workshop should be higher or equal to the current foundation workshop

+ Add another card

M30 Conferences Project

Hired Conference Person

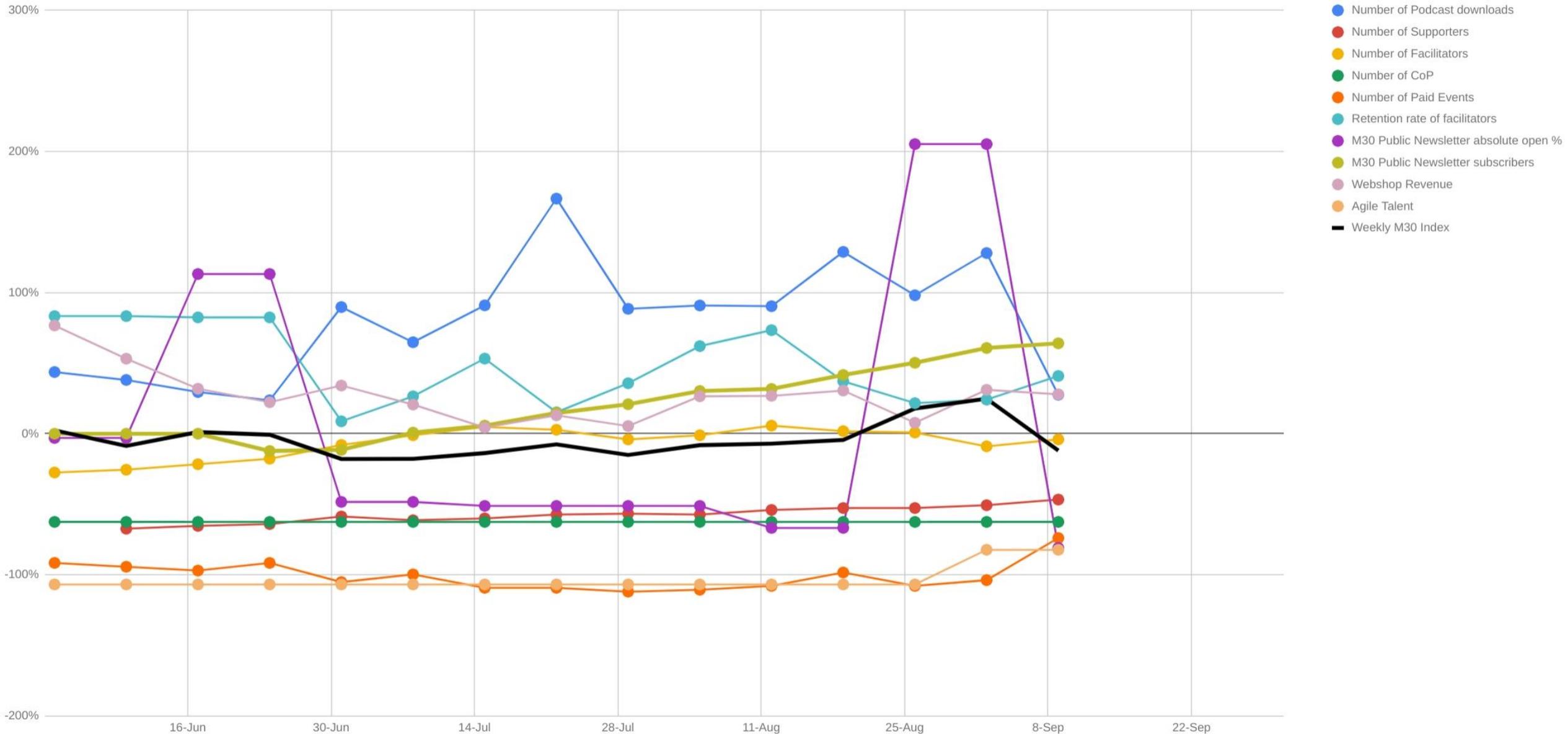
First conference scheduled, second in pipeline

+ Add another card

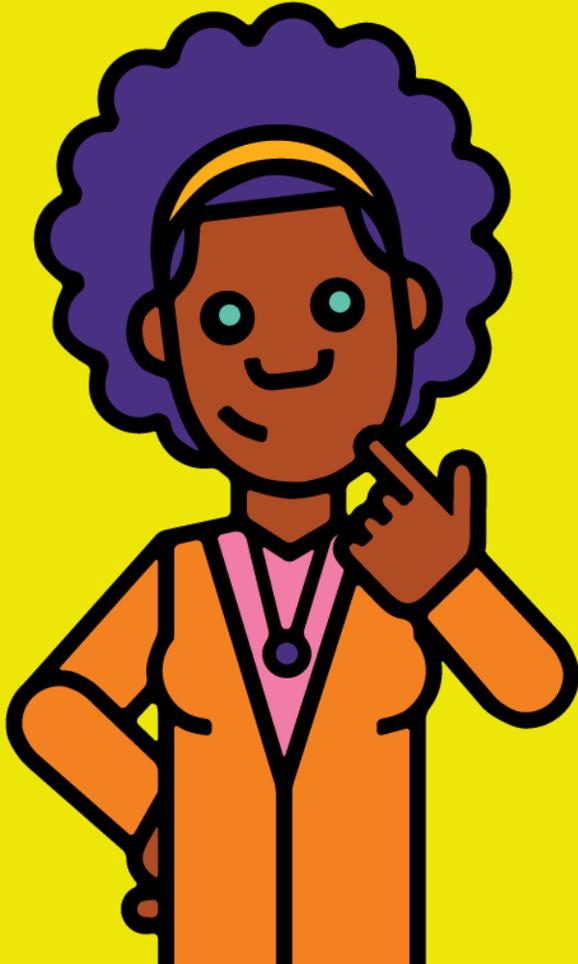
+ Add another list



Scoreboard Index Management 3.0



How do we make decisions?



Not the CEO!





**Not just every
team member...**

Should everyone always agree?

Sometimes yes, hiring



**Should the majority
decide?**

**Sometimes yes,
select hotel next
retreat**



Should minority decide?

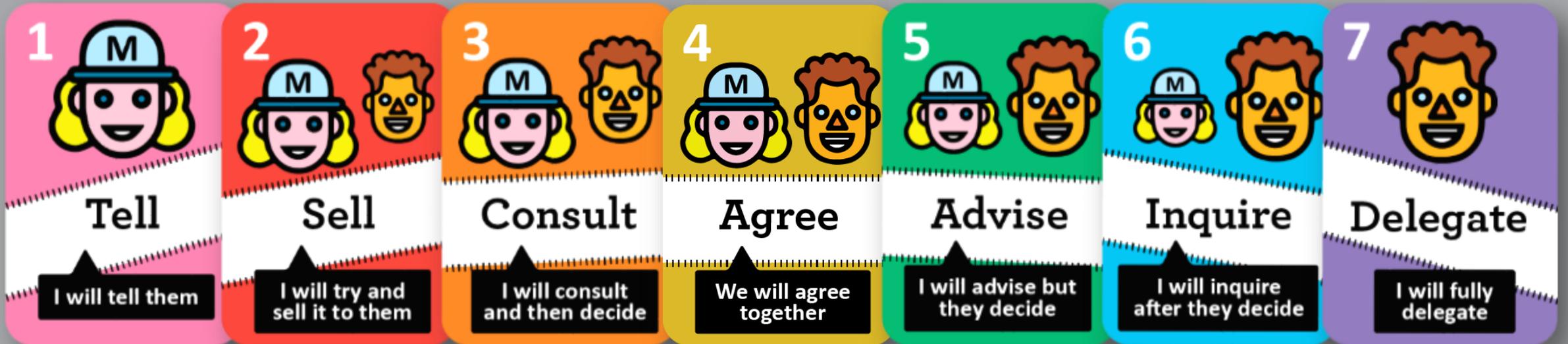
**Sometimes yes, which
tool for social
media marketing?**



Sound like a Delegation board.

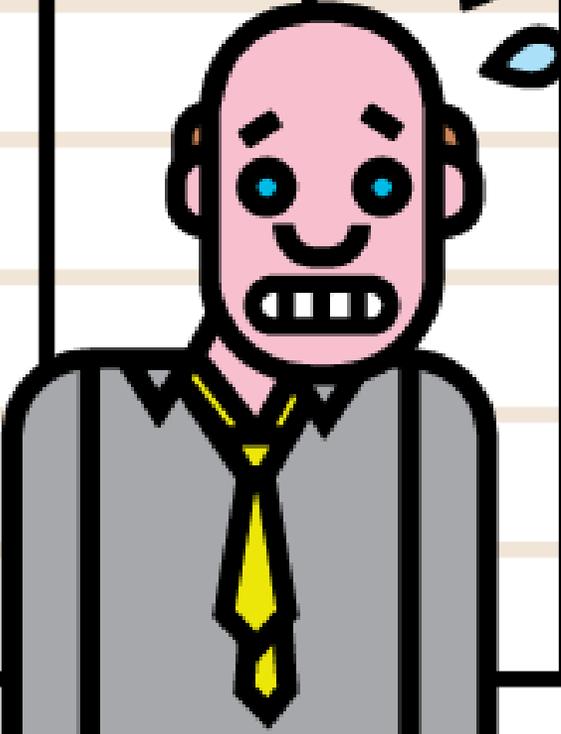


The 7 Levels of Delegation. Manager and Team



1-3 Manager Decides, 4 agree, 5-7 Team Decides

	1	2	3	4	5	6	7
Vacation Days							
Office Hours							
Tool Selection							
Team Membership							
Goal Setting							
Team Bonuses							



1



Tell

I will tell them

Everyone in the team has to agree

5



Advise

I will advise but they decide

Team member has to ask advice from other team members

7



Delegate

I will fully delegate

Fully Delegated!

4



Agree

We will agree together

Consent, if nobody has any valid objections you can decide

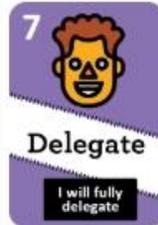
6



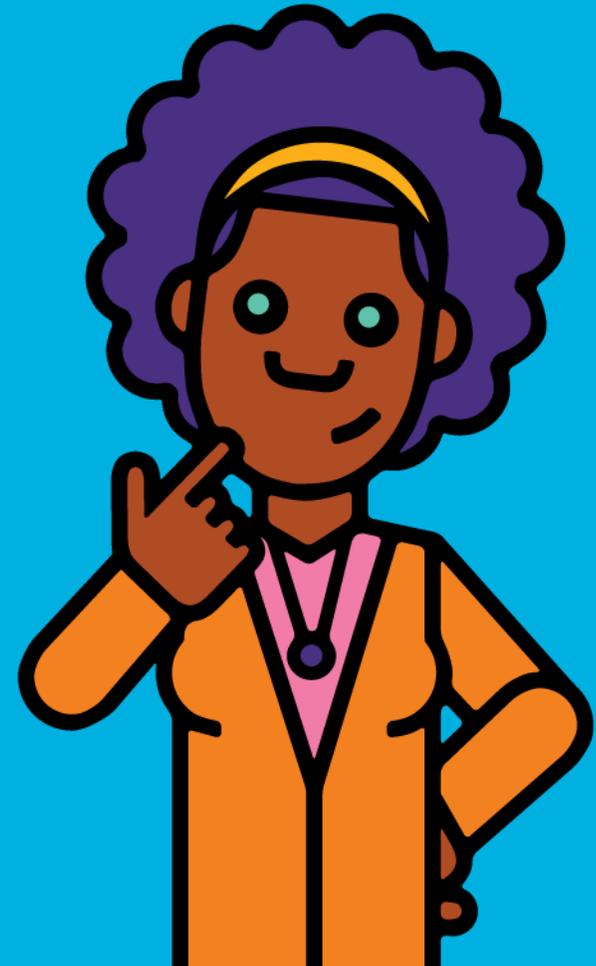
Inquire

I will inquire after they decide

Team member has to inform other team members about the outcome

	 1 Tell I will tell them	 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	Comments
Company Ownership						The Foundation Management 3.0 B.V. is the owner.
Company Purpose						Can we decide on changing the purpose without involving the co-owners?
Company Principles						Do we have those?
Team Member Definition	x					
Team Values		x				
Hiring People	x					
Firing People		x				The co-worker who is fired, doesn't count in the voting.
Salary (Formula)		x				The advise of the Financial Queen/King is very important.
Commitment Level > 3			x			It is about raising your commitment level to 4 or 5. The advise of the Financial Queen/King is very important.
Commitment Level <= 3				x		
Merit Money Budget		x				The advise of the Financial Queen/King is very important.
Spending Money > EUR 500/month		x				One exception, it does not include new inventory for the webshop.
Spending Money <= EUR 500/month				x		
Company Contracts						Ralph is the only person legal connected to the company. Therefore, the only person allowed to sign.
Company Tools used by everyone		x				For example slack
Company Tools used by a few			x			
Team Agreement		x				
Team Meetings		x				

How do we fire team members?





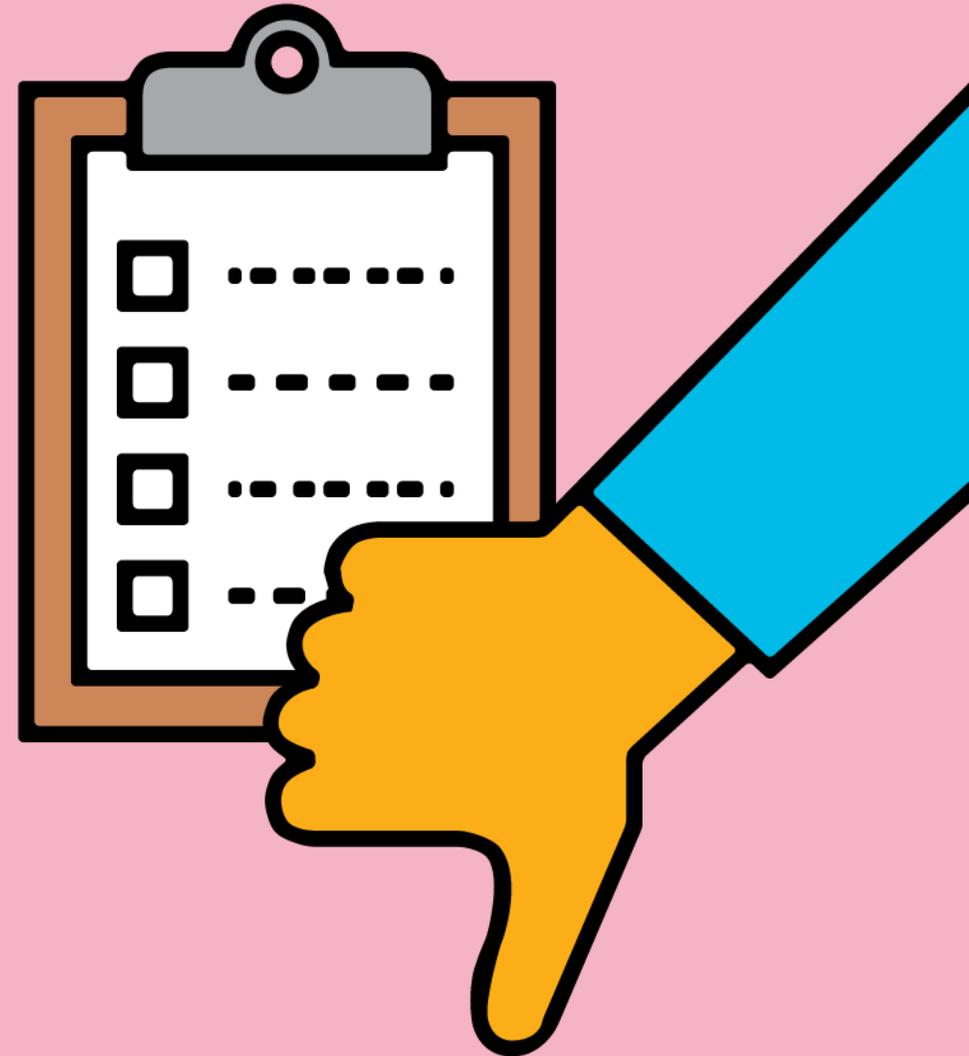
What if team members disagree on firing?



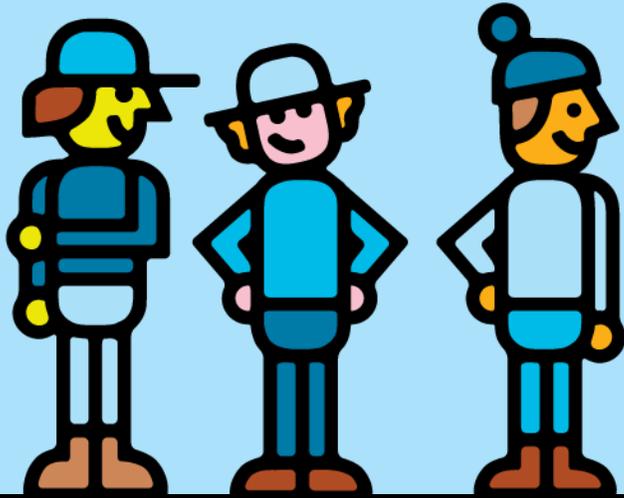
Can we use a checklist?

Can we gamify it?

Should the CEO decide?

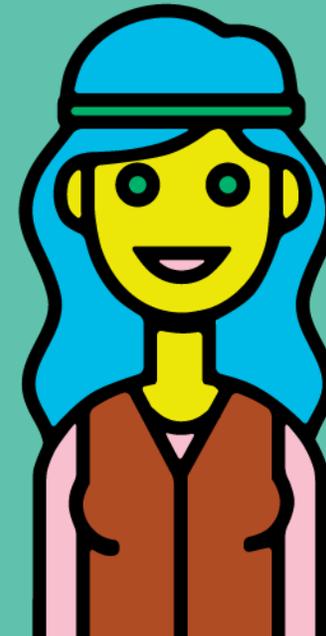
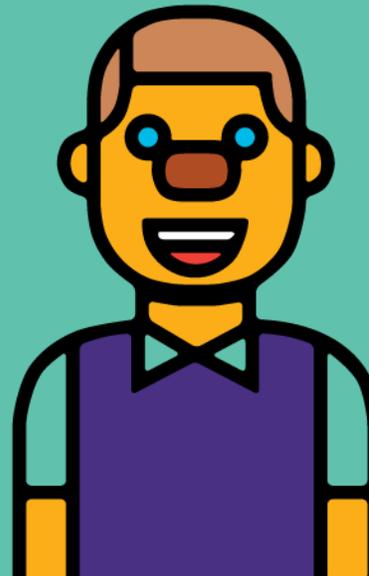


Sometimes someone just need to take a bold step forward.



Take Aways

1. Transparency
2. Trust
3. Safety
4. Sometimes you still need a manager but this can be everyone!



Thank you

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