

Beyond Autonomy: The Hidden Discipline of Self-Managing Teams

How to get teams to take full ownership

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OUR COMPANY



A team of **tech and digital product enthusiasts**, focusing on **building scalable digital solutions**.



We are working from anywhere, with our main hubs located in **Jakarta and Singapore**.



Our **remote workers** are in various countries such as **Malaysia, Thailand, Vietnam, Russia, Hungary, Ukraine, and India**.



OUR ROLES



Engineer

Our digital builders, crafting the backbone of our tech environment from websites to apps. The **Principal Engineer**, **Software Engineer**, **SRE**, **Cloud Infra Engineer**, **Data Engineer**, and **Security Engineer** ensure everything runs smoothly, scales seamlessly, and is built to last.



Product Manager

The mastermind behind our digital products. They shape product vision, craft product requirements, make prioritizations based on customer needs, and ensure everyone is on the same page for a seamless development.



Product Designer

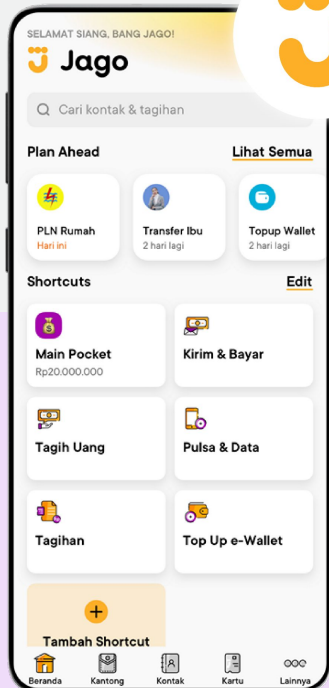
The creative force sculpting our stunning website and app interfaces. They're on a mission to make customer's journey delightful by balancing aesthetics, innovation, and usability.



Data Scientist

The brilliant analytical minds that unleash the power of machine learning to drive our business forward, consisting of **Data Scientist** and **Machine Learning Engineer**.

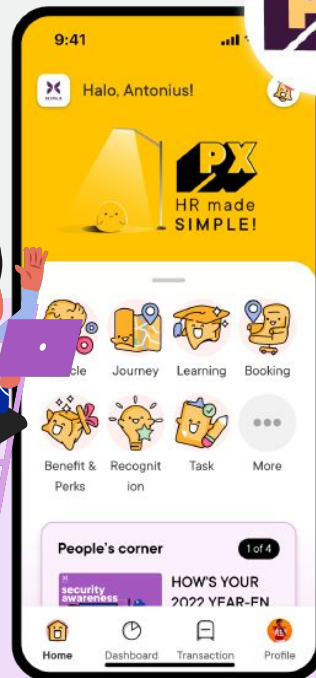
OUR PRODUCT



Jago

Enhance the lives of millions with a life-centric financial solution app.
17.2 million users*

**per June 2025*



PX

Support and simplify work experiences with an interactive & human-centric HR app



Recall a team in which you
felt truly autonomous.

What made them so?



SHARED LEADERSHIP

INTERPERSONAL RELATIONSHIPS

GROWTH

PURPOSE

AUTONOMY

PSYCHOLOGICAL SAFETY

ACCOUNTABILITY

TRUST

EMPOWERMENT

LEARNING/SHARING

VULNERABILITY

So, how do we get that feeling again?

Well, that's what I'll like to dive into today.

Provide a introspective lens on an
organisation's ability to self-manage

*“Without distinctions, it is impossible to see.
We can only intervene when we can see.”*

Organisation
Development

Technical
Excellence

Product
Management

$$B = f(P, E)$$

Behaviour is a function of an individual's personality and his/her environment.

Kurt Lewin

Organisation

roles, policies, reporting lines

Community

emotion, energy, relationships, presence



How do we allow both to exist harmoniously within the same context?

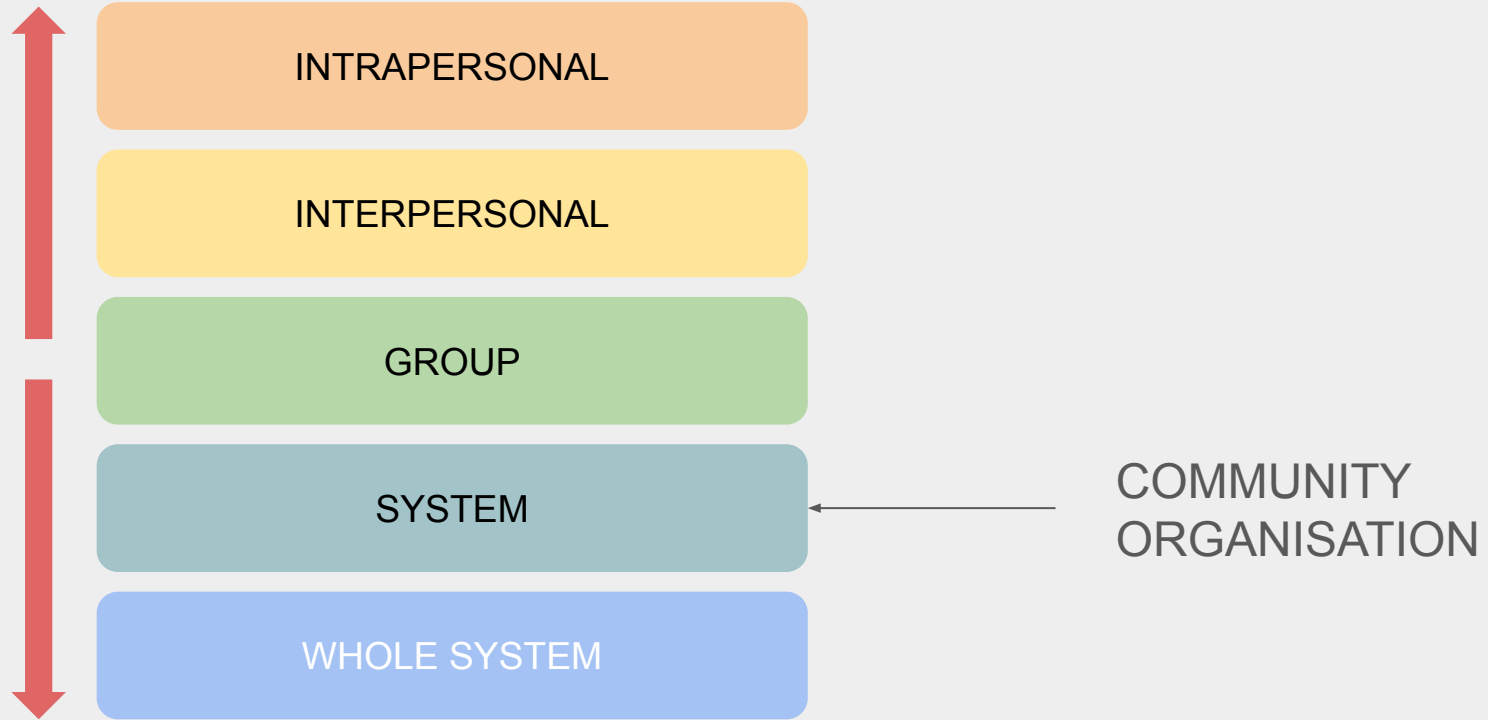
Organisation

roles, policies, reporting lines

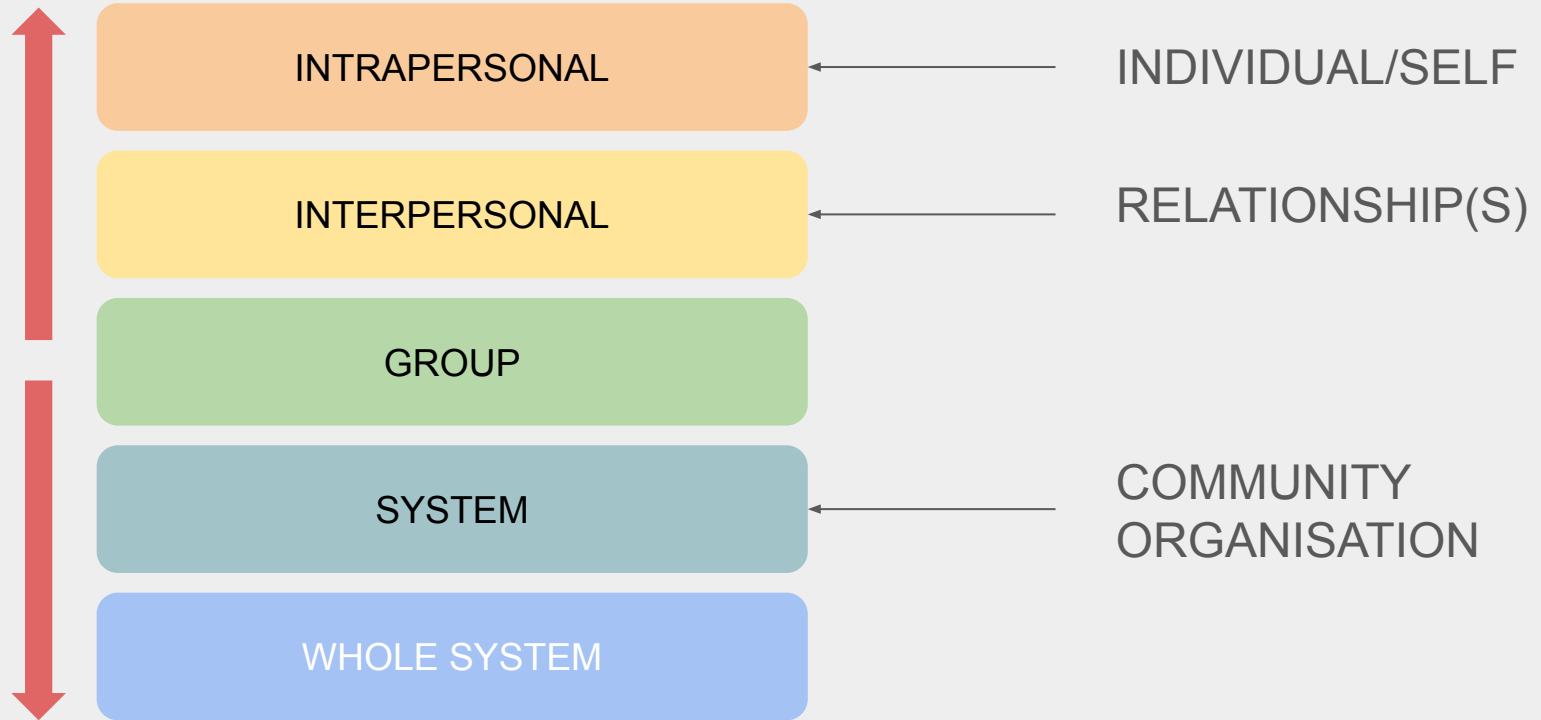
Community

emotion, energy, relationships, presence





What is Gestalt Organization & Systems Development? All About the O, the S, the D... and of course, Gestalt
Mary Ann Rainey Tolbert, 2004



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SOMEONE
SHARES OPENLY

openness

trust

openness

trust

openness

trust

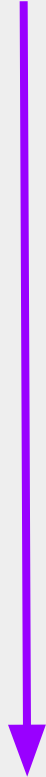
MORE PEOPLE
SHARE

TRUST
GROWS

TRUST
DEEPENS



Depth of
Relationship



Complexity
of Task



In relationships, trust isn't a promise to never hurt each other. It's the risk that we will hurt each other and the confidence that, if we do, we will come together to heal.

Esther Perel

<https://www.estherperel.com/blog/want-to-build-trust-in-your-relationship-take-risks>

Case Study:

- Req. area leadership workshop
- 20 people across functions
- 4-days on-site in Jakarta

Share a moment in your life
that shaped who you are today.

**We don't see things as they are;
we see them as we are.**

Anaïs Nin

Resistance is a facade for latent, untapped energy which can be a driving force for change

- **What resistance looks like:** silence, delay, sarcasm, overworking, token compliance.
- **Where it comes from:** perceived fear, loss of status, moral conflict, unclear incentives.
- **Key shift:** treat resistance as data, not disobedience.



What is Gestalt Organization & Systems Development? All About the O, the S, the D... and of course, Gestalt
Mary Ann Rainey Tolbert, 2004

**Self-managing
teams are
made up of
self-managing
individuals.**



Traumatic healing

Personality profile

Character development

Reflection and meditation

Emotional agility

Linguistic reconstruction

Self-awareness and presence

Ontology

Childhood development

Boundary management

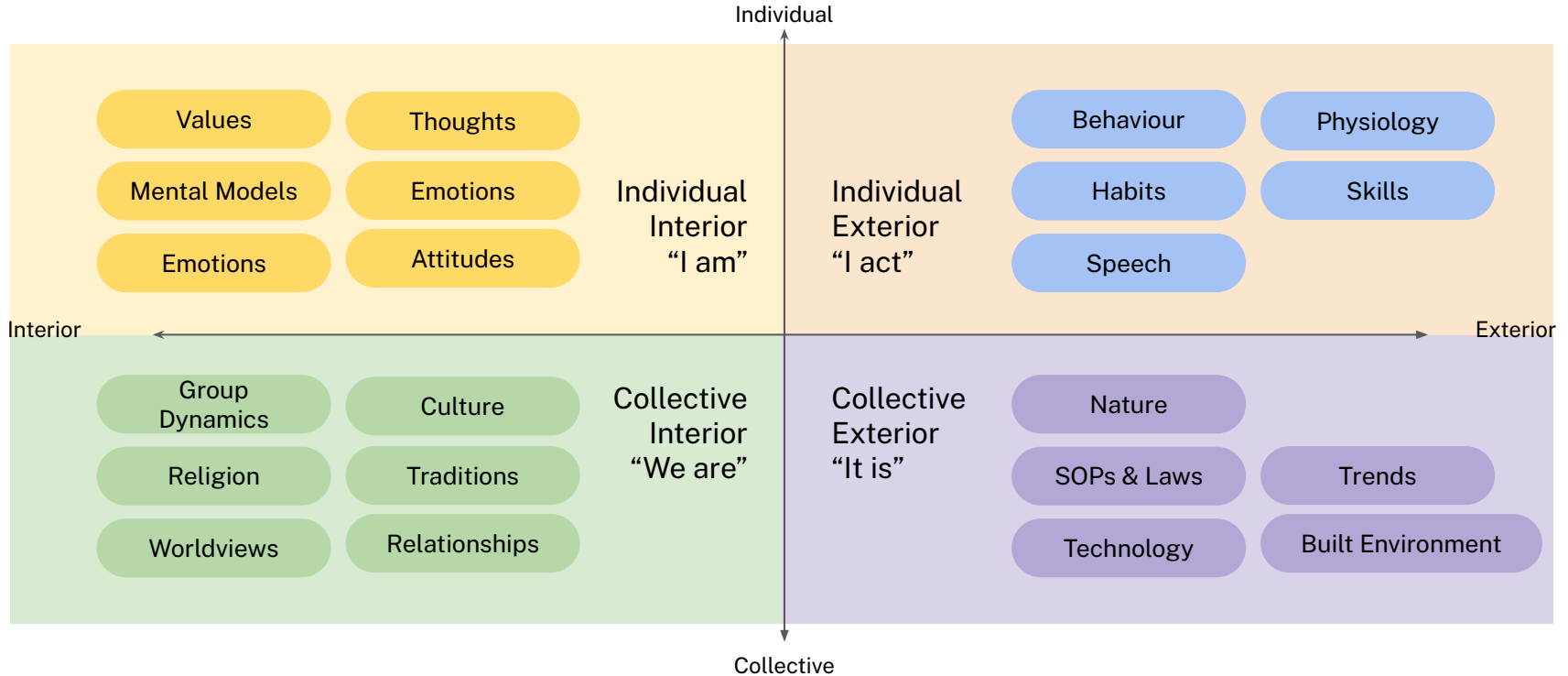
Coping mechanisms

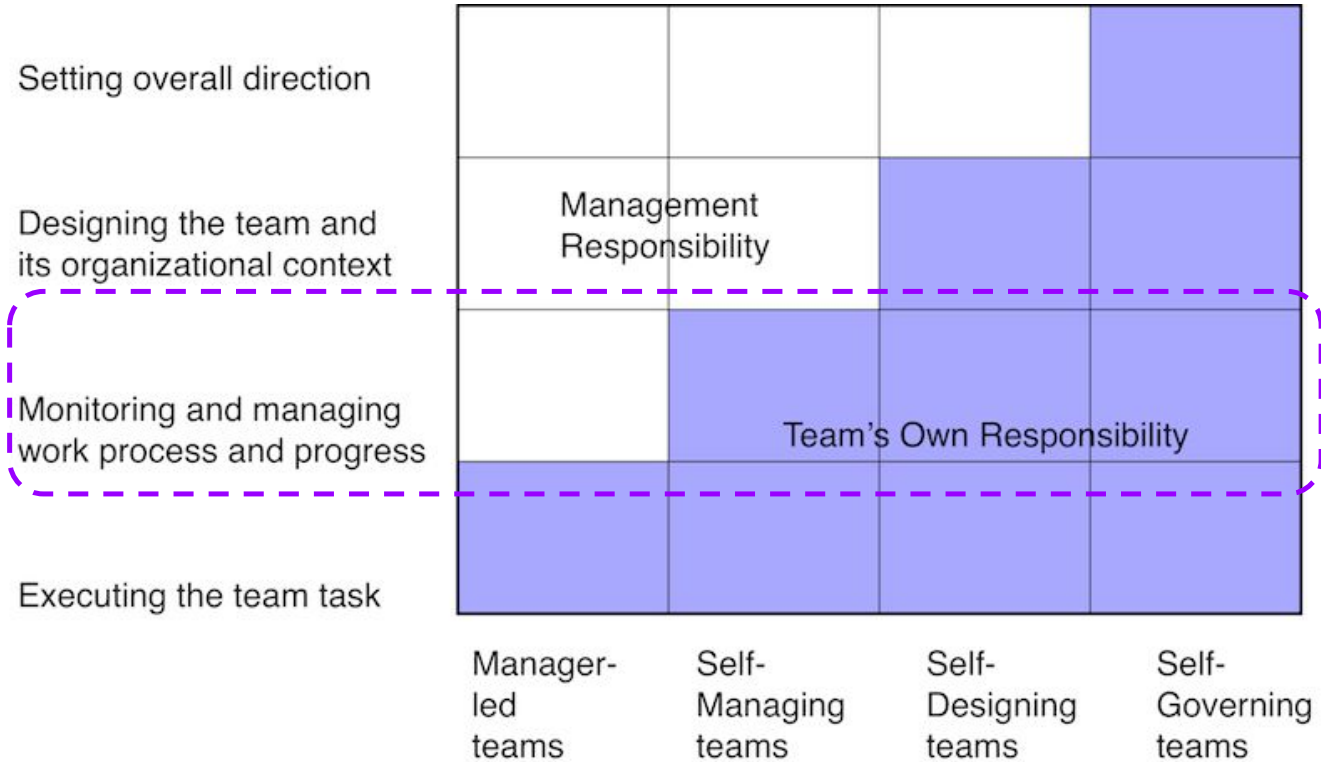
Life experience

Case Study:

- Merging 2 areas into 1 big area
- 60 people: 7 teams + managers
- 2-weeks (trust workshop + sprint)
- On-site in Jakarta

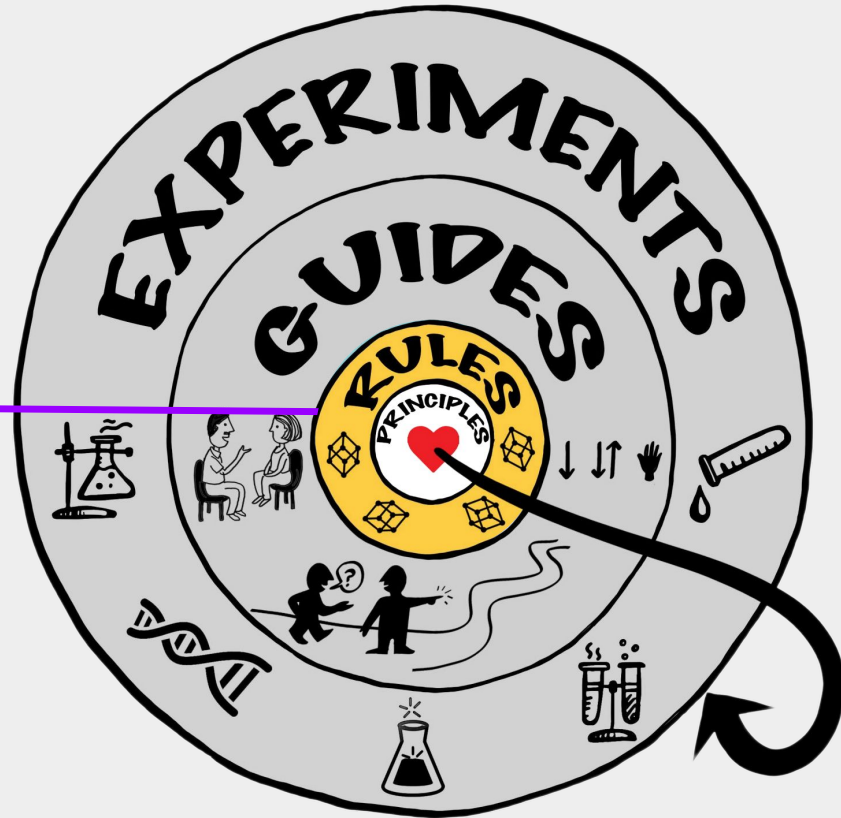
Ken Wilber's Integral Theory

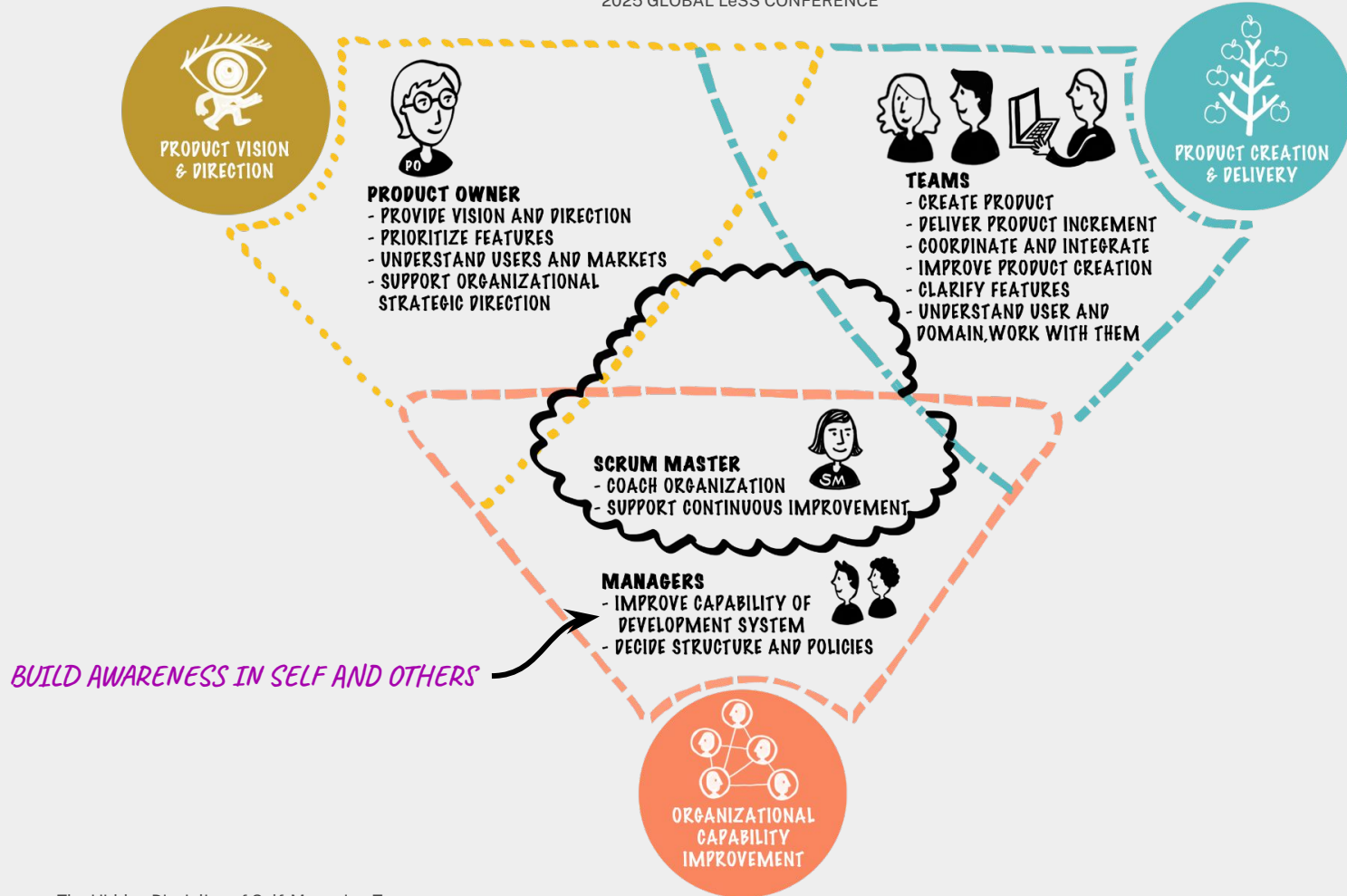




<https://less.works/less/management/self-managing-teams>

**Organisational rules,
structure, principles**

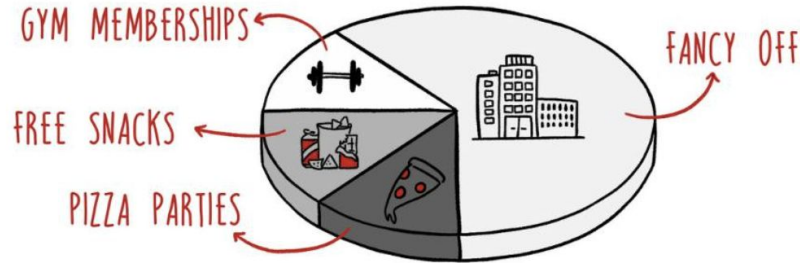




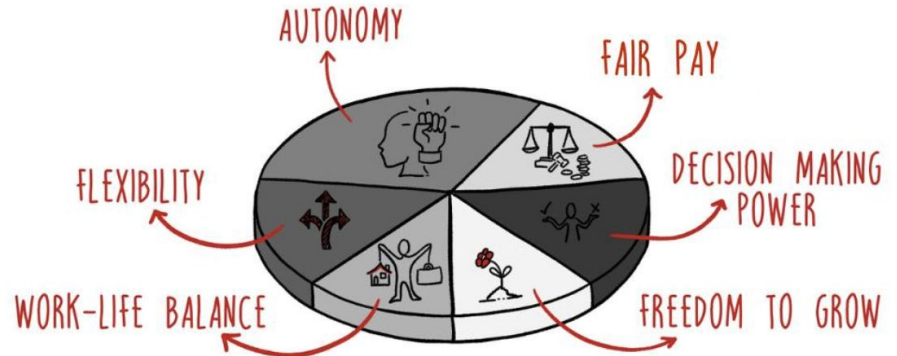
Leaders who self-manage leads to teams who self-manage

- Be present first — show up whole
- Allow multiple realities to co-exist
- Notice resistance; treat it as data
- Name uncertainty publicly; model vulnerability
- Run tiny experiments, short feedback loops
- Make decision rights explicit and visible
- Invest in peer-to-peer trust-building activities
- Hold space for emotions to be shared safely

EMPLOYEES DON'T CARE ABOUT



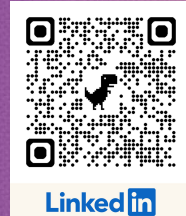
WHAT EMPLOYEES REALLY NEED



**CORPORATE
REBELS**

What would you do to improve self-management in your organisation?

Thank you



Salman Mohd Sultan

Agile Coach, DKatalis

Co-Founder, LeSS Singapore

Candidate Trainer, LeSS