



THINKING
WITH YOU

A real story about Self Managed Teams

By Diego Rojas & Israel Alcázar

it's all about people

Less
conference

SELF MANAGED TEAMS

MYTH OR REALITY?

Let's see...

How many of you know
what self-managed
teams are?

Do you know any
self-managed team?

Have you been part of a
self-managed team?



Why?

10 years of expertise.

Not too much info about self-management.

Not too many real experiences shared.



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A BIT OF
CONTEXT

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International Pharma

- In a change process for two years.
- In Spain, 500 people involved.
- They wanted to go forward in the transformation process.
- Experiment to try self management

5 Teams

30 People

- Procurement
 - Congress & events
 - Legal & Compliance
 - Business Training
 - Medical support
-

Our purpose was to help
and support the
transformation process



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HOW TO START

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1

CO-CREATION PROCESS & COMMUNICATION

DIFFERENT SITUATIONS

- **People:** Feelings, fears, motivations...
- **Organizational design:** New teams, redefined teams
- **Knowledge:** Agile, self management, leadership

ALIGNMENT

2

The most important
things are PEOPLE &
PURPOSE

2 DIFFERENT SPACES

3

Community of practice

Each Team

COMMUNITY OF PRACTICE

- To share, learn and support from each other.
- To learn all together about self management.
- To define the SMT model for future team.
- To share our learning with the organization.

EACH TEAM

- More private & safe space.
- Local context & needs
- Local way of working & agreements

SUMMARIZING

- **Co-create the process and communicate it**
- **Generate** a space for conversation where people can align and share with each other.
- **Create structure: Shared space & Teams spaces**

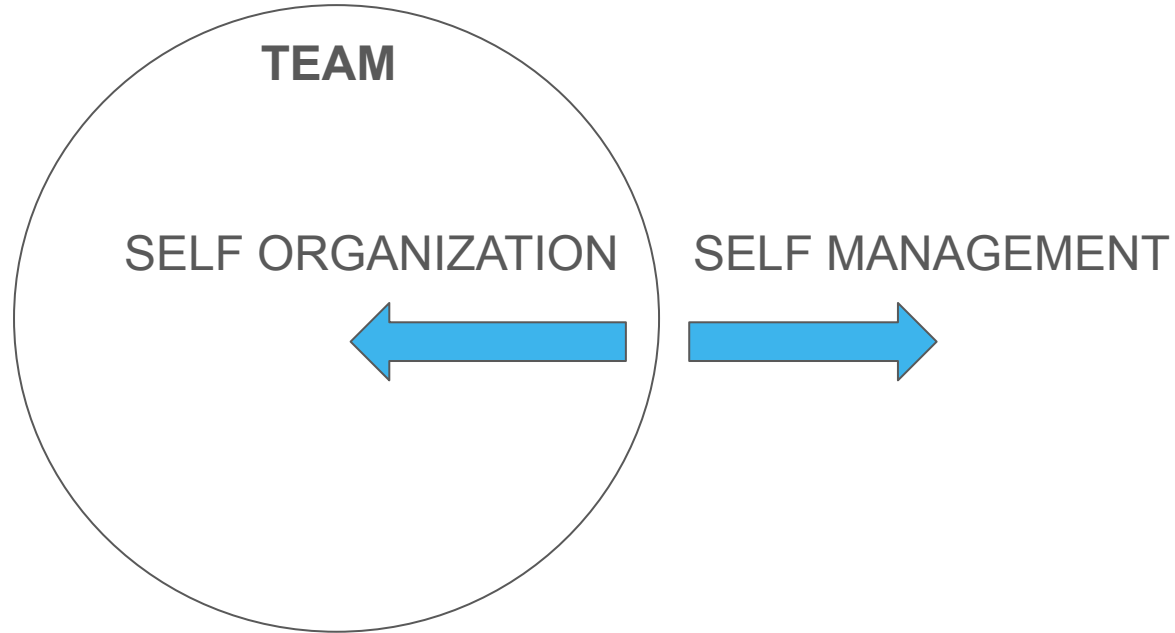
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Training about Self-Management

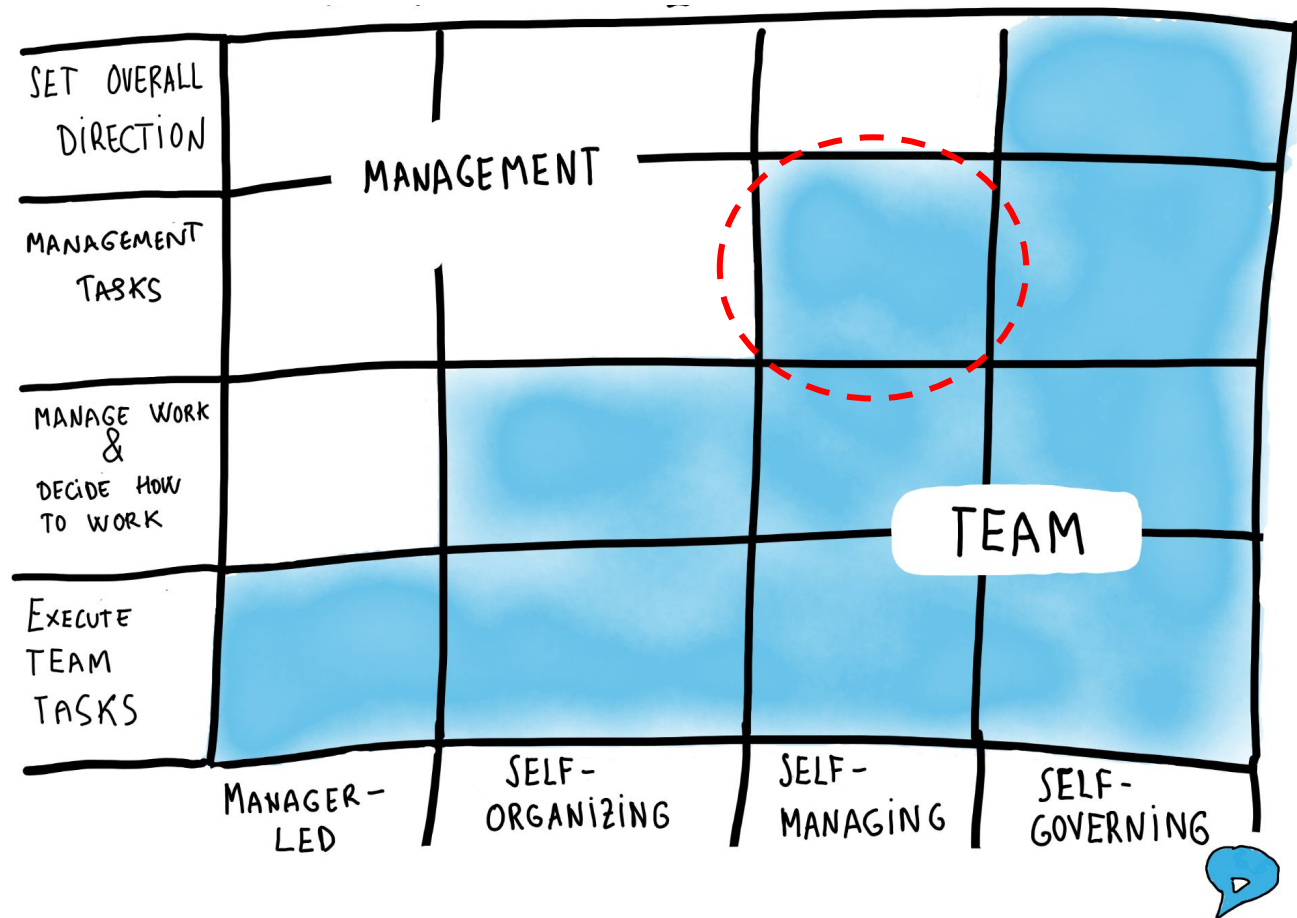
IMPORTANT TOPICS

- Is not binary
- Is a journey

MODELS



MODELS



MODELS

MATURITY MATRIX

Employees	Skills						
	Management	Planning	Recruiting	Web development	Excel Advanced	Presentation Skills	Safety Training
James	4	4	4	4	4	4	4
Dan	4	4	4	4	4	4	4
Joe	3	3	3	3	3	3	3
Smith	2	2	2	2	2	2	2
Juliana	3	3	3	3	3	3	3
Total	21	21	21	21	21	21	21
Skills Average	3	3	3	3	3	3	3

1	2	3	4	5
Training Required	Currently Trained	Basic Complete	Skilled Enough	Can Coach

DELEGATION BOARD

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

1	2	3	4	5	6	7
Tell	Sell	Consult	Agree	Advise	Inquire	Delegate
I will tell them	I will try and sell it to them	I will consult and then decide	We will agree together	I will advise but they decide	I will inquire after they decide	I will fully delegate

MODELS

- There is no perfect model.
- The purpose is to help the team to understand the journey and be aligned

MYTHS

- *We are **all equal**.*
- *We have **full autonomy**.*
- *Self management is **better than** hierarchy.*

KEY ASPECTS

- **Global vision of the work:** It's not (only) about me, it is about us.
- **TEAM:** Trust & Real Collaboration
- **Make decisions** (commit & disagree, consent process, advice process)
- **Manage conflicts**



“
THE
JOURNEY
”

SUMMARIZING

CO-CREATION OF THE PROCESS



ALIGNMENT



CREATE STRUCTURES



TRAINING



FOUR LEVELS OF TAKING CARE

- **Individual** (fears, doubts, expectations, motivations, growth)
- **Team** (culture, responsibilities, work management, goals, team growth, continuous improvement)
- **Team with Manager** (Nurture the relationship)
- **Organizational** (Interactions & dependencies, communication, continuous improvement, the future)

COMMUNITY OF PRACTICE

- Once a week $\Rightarrow$ Once a month
- Share experiences & Support each other
- Knowledge pills
- Check point with the organization (Every 3 months).

EACH TEAM

- **Weekly:** Self management and day by day problems
- **Monthly**
 - Prioritization and task management (operational)
 - Retrospective
- **Quarterly**
 - Review Team OKRs
 - Review People & team evolution
 - Review the 4 levels of taking care



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SOME REAL
SITUATIONS

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1

Proxy Manager

WHAT WE DID

- **Deal with it.** It was an Organizational Design Problem we could not fix.
- Half measures can create significant problems in the future.

2

Lack of Trust

WHAT WE DID

- **Build a space of trust** between Director, other managers and the team.
- **Create a process** to be involve as a team in management forums

3

Lack of Authority

WHAT WE DID

- **Director:** Reinforced the authority of the team and competence with other areas at the management level.
- **Other managers:** Conversations to explain and assure they had understood the self-managed model.

4 Performance Management Process

WHAT WE DID

- **Involve HR** to help them understand why we need to adapt the process and collaborate with them to create it.
- **Transfer the manager's responsibility to each individual in the team**, and the final decision had to be made collectively, reaching agreements as a team.
- **Propose a new process together with HR** (promotion, bonuses, and salary reviews - common part and a more individual part)



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TAKEAWAYS

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ADAPTABILITY

Each person, team and context is different

IT'S A JOURNEY

Not a final destination

DIFFERENT LEVELS

Like sugar, you decide how much you add to your coffee

THEORY VS REALITY

“Nobody learned to swim from a book”

TEAM FIRST

Work the concept of team before everything

SELF-MANAGEMENT INCREASES

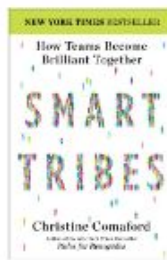
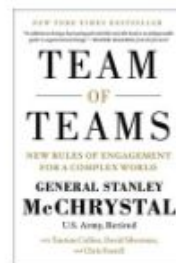
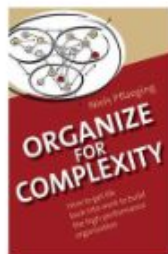
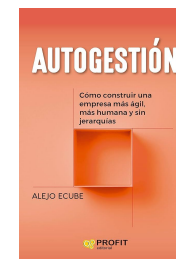
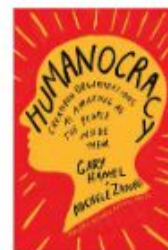
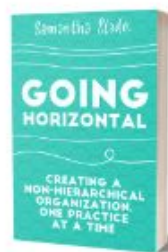
Ownership, Responsibility, Motivation,
Engagement.

MORE IMPACT

HIERARCHY VS SELF MANAGEMENT

They are different structures for different purposes

TO CONTINUE...



SOME ORGANIZATIONS

**CORPORATE
REBELS**


**THINKING
WITH YOU**

FDSA

voxel
an **amadeus**
company

 **10 Pines**

THANKS!