unFIX FOUNDATION WORKSHOP

Version 2.0

CONTENT

INTRODUCTION

This document is prepared for licensed unFIX partners, prospects, and attendees of the unFIX Foundation Workshop.

The document outlines the expected outcome of a standard workshop, the foundation workshop. As an organization, unFIX aims for attendees to experience the same learning outcome, modules, and practices wherever in the world they attend the workshop, regardless of the facilitator. However, licensed facilitators are allowed to customize the learning experience within the guidelines described in this document.

Additionally, the document describes the recommended agenda, minimal number of hours, and more relevant information.

For more information, please visit *unfix.com/foundation*.

– The unFIX Team

FOUNDATION WORKSHOP

What lies beyond the realm of Management 3.0, SAFe, and the Spotify Model? The future unveils a landscape of networked individuals collaborating globally and creatively forming teams with a singular focus on enhancing the customer experience (CX), all powered by artificial intelligence (AI).

A remarkable transformation is underway in a world where ChatGPT, deep learning, and Large Language Models dominate the headlines. While the debate rages on about job displacement versus job creation, the true impact of AI might lie elsewhere. It's time to look beyond the surface.

The essence of a complex system lies not in its components but in the dynamic relationships between them. How will AI reshape our collaboration? Historically, humans have guided computers, yet now we see the tables turning with machines establishing goals for people. What else might change in how people work together?

The value-add of knowledge work is shrinking rapidly; specialists will be replaced by generalists, and middle managers turn into the chiefs of micro-enterprises. Future teams will consist of humans and AIs, with human value in physical presence, craftsmanship, and true innovation. Companies must drive AI adoption across the enterprise and consider ethical considerations to avoid biases and unfairness. Because everything is unpredictable, organizational structures and working methods must be more versatile than ever. Who will help the organization recalibrate continuously?

Join us as we delve into the fascinating realm of AI's influence on our Ways of Working and learn how the innovative unFIX model pattern library can equip you to not only survive but flourish by dynamically crafting your own methods.

The unFIX model is a pioneering pattern library that assists you in creating adaptable organization designs. Distinguishing itself from many agile scaling frameworks and self-management methods, unFIX fosters continuous innovation and prioritizes the human experience. It encourages a gradual transition, dynamic teams, and a significant role for managers.

Mandatory content and patterns covered in this workshop are:

- Pattern Languages and the unFIX Pattern Library
- Organizational Design with Crew, Forum, Turf, and Base Types
- Dynamic Re-Teaming and Teaming Options
- Decision-Making Methods and Voting Options

Optional Content about Scaling, Business Lifecycle & Investment, Innovation, Strategic Dimensions, Motivation and Experience

Attendees will receive the unFIX Foundation Workshop Certificate of Attendance.

LEARNING OUTCOMES

At the end of this workshop and your active participation in all sessions,
you will be able to:

Learning Objectives

- What is the unFIX model, and how do you apply the unFIX patterns to your unique environment without the need to start a huge reorganization
- How to design flexible organizational or team structures and be ready for continuous improvement and adaptation to AI
- How to repurpose management and gain speed in decision-making
- How to help humans to be more resilient to unpredictability and self-organization
- How to create an organization that goes beyond the Product and Customer Experience and becomes a workplace where people grow and flourish
- Why is it important to build your own method and not to copy existing frameworks

Prerequisites

Some familiarity with agile and lean methods and principles in general is useful. Deep experience is unnecessary, but we will not explain basic concepts such as feedback cycles and continuous improvement.

Pioneers Wanted!

In this workshop, we are pioneers in exploring important questions. We won't have all the answers yet, but we will definitely make some crucial steps toward the future of work.

Creator

Jurgen Appelo, author of Management 3.0 and Managing for Happiness and a top 50 global lean thought leader and influencer in 2025, initially designed this workshop.

AGENDA WORKSHOP

For the unFIX Foundation Workshop, the recommendation of unFIX is to have a 16-hour in-person workshop over two days. Online, it might be multiple sessions.

Day 1

- Welcome
- Pattern Languages and the unFIX Pattern Library
- Voting Options and Decision-Making Methods
- Organizational Design with Crew, Forum, Turf, and Base Types
- Dynamic Re-Teaming and Teaming Options
- Case Studies

Day 2

- Human Drives, Vision of Experience
- Value Streams, Lifecycle Stages, Investment Horizons
- Innovation Vortex, Strategic Dimensions
- Bets and Objectives
- Additional topics[1]
- Wrap-Up

[1] Additional topics

Typically, some time is left on the second day, and we recommend letting the participants vote on which of the optional topics they would like to discuss.

- The unFIX Principles
- Self-Similar Scaling
- Innovation Vortex
- Developing and Discussing participant's organizations
  - Human Drives, Vision of Experience
  - Optional: Lifecycle Stages, Investment Horizons, Innovation Vortex
  - Optional: Strategic Dimensions, Bets & Objectives

Facilitators are free to change the agenda, extend the workshop, or add topics to the workshop as long as the agenda and the required patterns are covered.

SUMMARY

Target Audience	Higher and middle managers, organization designers, HR professionals, team leaders, agile coaches, product managers, business consultants, entrepreneurs
Duration	8 - 16 hours
Maximum attendees	20
Materials	Attendees will get a copy of all the modules discussed in the workshop outlined in this document. Depending on the workshop (in-person or online), participants get the unFIX pattern cards as physical or digital cards.
Certificate for attending all sessions	

Certificate of Attendance

Bianca Brilliant

participated in

unFIX Foundation Workshop

Dates
28 – 29 September 2024

Location
Rotterdam, The Netherlands

Issue Date
1 October 2024

Trainers

Dave Doe

Jurgen Appelo

12009123945

Pattern Languages and the unFIX Pattern Library

What will you learn?

- Introduction to unFIX - motivation and inspiration for the unFIX model
- An overview of the 32 pattern sets building the unFIX pattern library
- Understanding what pattern languages and pattern libraries are
- Why it does not make sense to "implement" all patterns
- How to use the unFIX patterns to build your own method
- Case Studies - where is unFIX used already
- The unFIX principles

What will we discuss?

- Are there situations where frameworks are the best approach?
- Does unFIX only work in an agile organization?
- How does an agile way of working connect with unFIX?
- What is the link between unFIX and Management 3.0?

Organizational Design

What will you learn?

- How to describe an organizational setup with the unFIX structural patterns
- Applying the unFIX patterns in different scenarios/exercises
- How to identify value streams
- How to defer Value Stream, Platform, and Capability Crews
- How to visualize the non-formal organization
- How to define leadership and management roles
- Why separate functional and disciplinary leadership
- How self-organized teams can make decisions without formal management

What will we discuss?

- Understanding the different structural patterns, starting with crew types, and applying them in different scenarios/exercises
- Why should each organization find its own definition of the structural patterns
- How many people should be on a team or form a base
- The role of management in a self-organized, net-working organization
- What is the job to be done, and what is the customer for each crew

Which patterns will you experience or learn about?

- Crew Types
- Forum Types
- Base Types
- Optional: Turf Type
- Optional: Value Streams
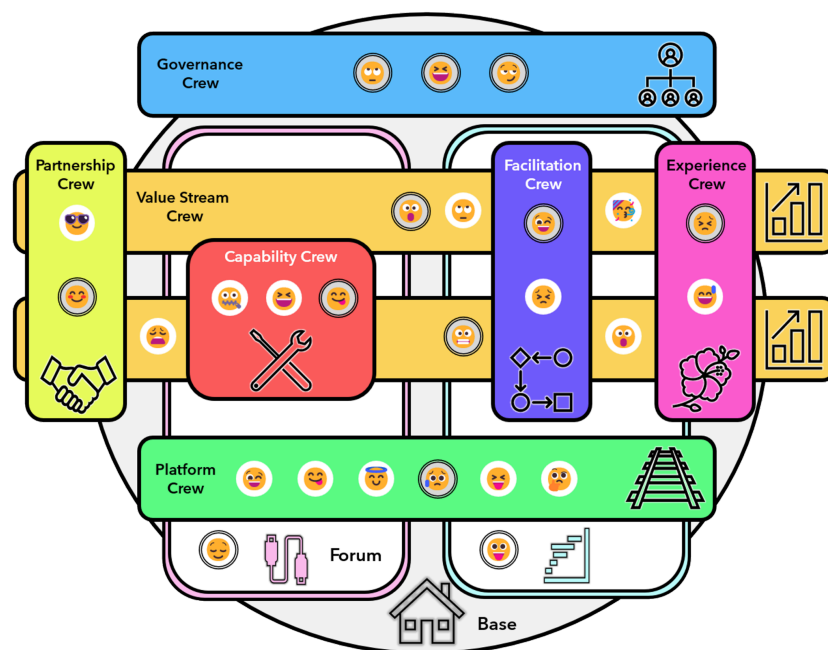
Re-Teaming and Teaming Options
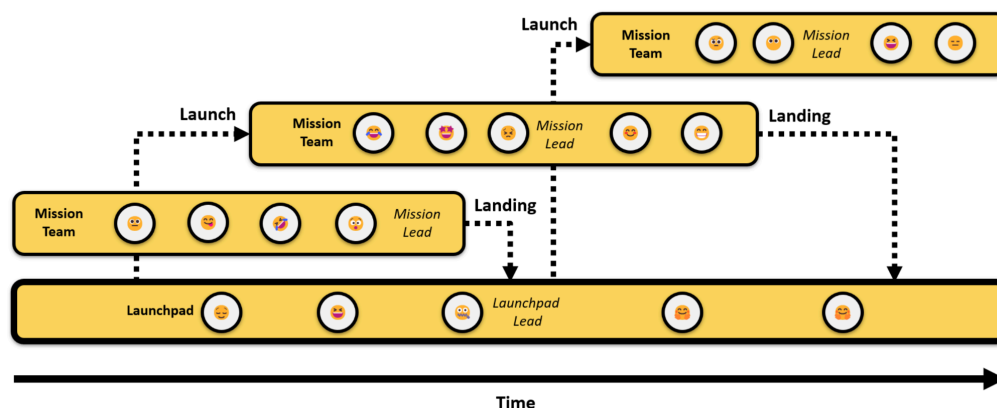
What will you learn?

- How re-teaming can be used to get a more flexible, adaptable organization
- What are the different teaming options in the unFIX model
- People are on a crew not only with different roles but also with different participation level
- How to use the time commitments to reflect on the Fear-of-Missing-out (FOMO)

What will we discuss?

- When is a team high-performing?
- What can be the reasons for re-teaming?
- Can people be on more than one crew?
- Are long-lasting stable teams the best approach, as promoted in many existing frameworks?
- What is the difference between reteaming and resourcing?
- How can the participation level influence a person influence on decision making

Which patterns will you experience or learn about?

- Teaming Options
- Time Commitments
- Optional: Role Attribute
- Optional: Role Assignments

Decision-Making

What will you learn?

- How to make decisions with an equal say per participant
- Delegating in a transparent way
- Different decision methods
- The power distribution of different decision methods
- Methods for faster decision making
- Voting is not always binary
- Empowering teams
- Identifying and visualizing dependencies

What will we discuss?

- How to avoid the HIPPO effect
- How the context influences decision-making and methods
- Are dependencies always bad, and are dependency breakers always useful
- How to use delegation boards to empower and grow teams

Which patterns will you experience or learn about?

- Delegation Levels
- Decision Methods
- Dependency Breakers
- Optional: Voting Options

Decision Methods
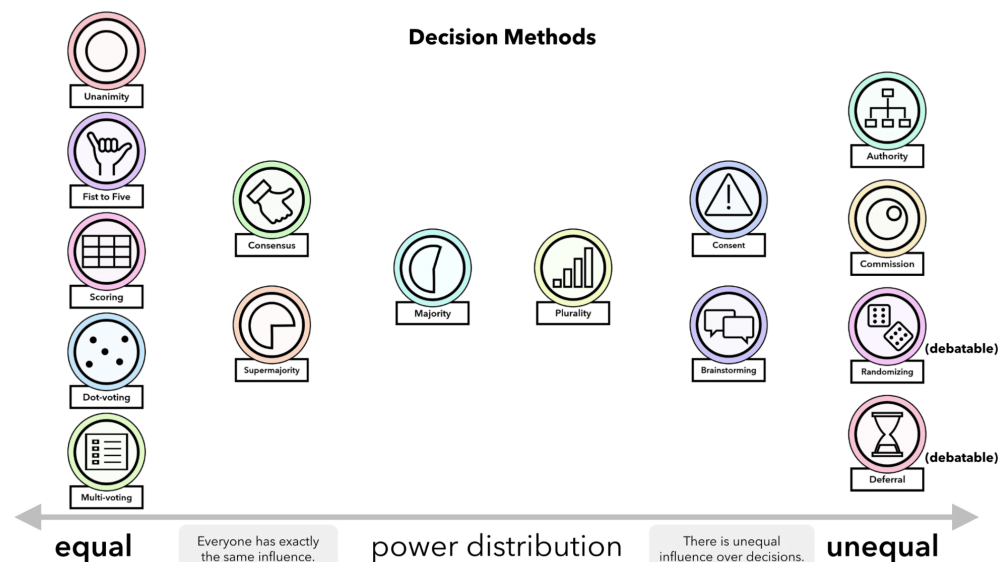
Additional topics

Depending on how the workshop is running, participants can vote to add the following additional, optional topics and patterns.

What will you learn?

- Scaling the unFIX model
- Adapting OKRs
- What motivates your customers, employees, and business partners
- Different perspectives to define strategy

- How to describe a Job-to-be-done and how to link this with measurable goals
- Innovation is not a straight path or a one-time project but a continuous process
- Every team can (and needs to) innovate.

What will we discuss?

- How to start using the unFIX model
- How to scale the unFIX structural patterns to organizations with more than one base
- How do we define strategy from different perspectives? And why standard strategy templates may not be enough
- What is the difference between product-centricity, customer-centricity, and human-centricity?
- Why do we need to innovate? What are the benefits and risks of innovation?
- Where do people spend most of their time? Do you invest your time wisely?

Which patterns will you experience or learn about?

- Optional: Self-Similar Scaling
- Optional: Human Drives, Vision of Experience
- Optional: Lifecycle Stages, Investment Horizons, Innovation Vortex
- Optional: Strategic Dimensions, Bets & Objectives
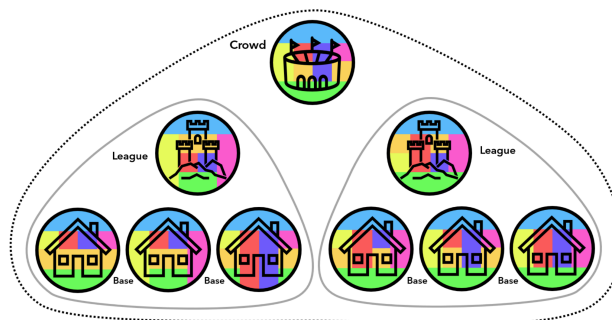
Why unFIX your organization?

Reshape the business
Continuous improvement goes far beyond IT and beyond software and manufacturing. Innovation is more than just Agile, Lean, and adding AI assistance.

Optimize the experience
Customers don't care about products; they care about progress and happiness. Turn product-focused teams into experience enablers.

Ditch the matrix
There's no speed in classical hierarchies and matrix organizations. Only self-managed units can act fast when faced with crises or opportunities.

Fix the transformation
Clean up the mess created with various scaling frameworks. Stop the suffering inflicted by harmful implementation programs.

Stop the imitations
Why implement a structure copied from someone else? Dare to be different. Do your own organization design.

Embrace innovation
New ideas don't come from old approaches. You want continuous evolution of the business. Endless flexibility with just enough structure.

Repurpose the managers
Don't buy into the "no managers" mantra. Turn managers into intrapreneurs and get them to manage the system, not the people.

Give people a home
People leave companies that don't offer them a sense of belonging and recognition. Don't be that soulless company.

Enable hybrid working
Work is not a place where people go; it is something they do. Be the company that stops pushing people around and starts getting things done.

Start small, grow big
Disruptive change programs rarely work. Take a more gradual approach and then steadily scale up the transformation.