CONCEPT

Self-Managing Teams: Autonomy, Decision Rights and Peer Accountability

27 September – 1 October 2027
Paris - Right Bank business hotel



Self-Managing Teams: Autonomy, Decision Rights and Peer Accountability

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Introduction:

Self-managing teams promise faster decisions and closer customer response, yet many organisations remove supervisors without redesigning decision rights, roles or peer accountability, and the result is stalled decisions, hidden hierarchy and unresolved conflict. This Core Concept course gives managers and organisation development staff a practical method to judge where self-management fits, set the level of team autonomy, design circles, roles and consent-based decisions, run the advice process and peer feedback, and redefine the manager role. Participants produce a Team Autonomy Charter and Transition Plan for a case team.

Course Objectives:

- Assess whether a unit is suited to self-management and choose the level of team autonomy using the Hackman authority matrix
- Draft decision rights, domains and a team charter that state what the team decides alone, with advice or with sponsor approval
- Design role-based structures and linked circles with defined purposes, domains and accountabilities
- Facilitate consent-based decisions, advice process requests and peer feedback cycles within a self-managing team
- Resolve tensions and conflict between peers through a staged peer mediation process without escalation to a line boss
- Build a phased transition roadmap and pilot plan that redefines the manager as coach, sponsor and boundary setter

Target Audience:

- Line managers whose teams are moving from supervisor-led work to shared decision-making
- Team leads responsible for running meetings, roles and priorities in teams with greater autonomy
- HR and organisation development specialists who redesign structures, roles, performance and reward processes
- Transformation and operating model staff who plan and pilot new ways of organising work
- Department heads who sponsor self-managing units and set the boundaries they operate within

Course Outline:

Day 1: Why Organisations Move to Self-Management and Where It Fits

- Self-Management Drivers: Decision Speed, Customer Proximity and Engagement
- Hackman Authority Matrix: Manager-Led, Self-Managing, Self-Designing and Self-Governing Teams
- Self-Management Fit Test: Task Interdependence, Staff Capability and Unit Size
- Failure Patterns of Flat Structures: Hidden Hierarchy, Drift and Career Path Gaps
- Current Autonomy Baseline Survey for a Case Team

Day 2: Structural Models: Circles, Roles and Consent Governance

- Sociocracy Circle Design: Domains, Aims and Double Linking
- Holacracy-Style Role Definitions: Purpose, Domains and Accountabilities
- Consent Decision Rule: Good Enough for Now and Safe Enough to Try
- Advice Process: Who Must Be Consulted and Who Decides
- Teal Self-Management Principles: Wholeness and Evolutionary Purpose

Day 3: Designing Decision Rights, Charters and Team Routines

- Decision Rights Grid: Decide Alone, Decide With Advice, Refer to Sponsor
- Team Charter Canvas: Purpose, Boundaries, Norms and Interfaces
- Governance Meeting Format for Creating and Amending Roles
- Tactical Meeting Triage: Check-Ins, Metrics Review and Next Actions
- Selection to Roles by Consent and Role Rotation Rules

Day 4: Peer Accountability, Conflict and the Changing Manager Role

- Peer Feedback Cycle and Peer Accountability Agreements
- Staged Peer Mediation Process for Conflict Without a Boss
- Reasoned Objections and Tension Processing Routines
- Performance Review and Pay Options in Self-Managed Settings
- Manager as Coach, Sponsor and Boundary Setter: Role Redesign Map

Day 5: Case Study: Team Autonomy Charter and Transition Plan

- Case File: Service Operations Team Moving Away From Supervisor Control
- Case Autonomy Level Decision and Decision Rights Grid
- Case Circle and Role Structure With Consent Rules
- Transition Roadmap and Pilot Plan With Review Criteria
- Team Autonomy Charter Defence Before a Sponsor Panel

Skills You Will Gain:

- Autonomy Fit Assessment
- Decision Rights Design
- Circle and Role Structuring
- Consent Facilitation
- Advice Process Operation
- Peer Mediation
- Self-Management Transition Planning
- Manager Role Redesign

Why Attend This Course:

- Leave with a Team Autonomy Charter and Transition Plan for a case team, tested by a sponsor panel
- Know when self-management suits a unit and when a manager-led model should stay in place
- Replace vague empowerment with written decision rights, roles and consent rules a team can run from the next meeting
- Compare self-management experience with peers from services, manufacturing, technology, public bodies and non-profits

Conclusion:

Self-managing teams work when authority, roles and accountability are designed on purpose rather than assumed. The course moves from the reasons for self-management and the tests of fit, through circles, role definitions, consent and the advice process, to decision rights grids, team charters and meeting routines, then to peer accountability, conflict without a boss, performance and pay options and the redesigned manager role. The final day applies the method to a case team and produces a Team Autonomy Charter and Transition Plan ready for piloting.