



**Lesson 1:  
Harvesting  
frequently  
gets results**

Delivering frequently and regularly is crucial.

Do not delay acknowledgment of good work

Trust the teams

**Lesson 2:  
Disrupting  
operational  
direction**

Make it clear what the goal is

A steady rhythm helps

Usable results are the only measure of progress

Make yourself superfluous

Stop micro-managing, and don't bark

**Lesson 3:  
Pick and  
protect the  
framework**

Experiment constantly

"Laissez-faire" is not leadership

Frameworks are the guide, but the teams decide

Start with tight frameworks, and expand on them after hitting milestones

**Lesson 4:  
value the  
apparent  
chaos**

Encourage incremental learning

Rituals offer a mainstay

Look at the result, not the process

Keep your distance, but remain in the loop

Pass all compliments along to your teams

Any culture change begins with you

**Lesson 5:  
Removing  
barriers**

Look for the underlying causes of problems

Trust in the team's knowledge

Minimize distance

Keep looking for improvements

No ego

Embrace criticism

**Lesson 6:  
Let go of  
your ego**

Learn and improve

Collective culture

Self-managing teams

Results in rhythm

Trust and let go

Your personal change

**The bee-shepherd model**

**QRC Servant leadership**

Based on How to lead self-managing teams by Rini van Solingen  
Febr. 2018, Henny Portman