

A “Roadmap” for Enlightened Rebels

“How do you shift from one paradigm to another? I don't know, you have to feel your way into it. It's a process and it's a practice, it's not a destination.” – Zoe Nicholson, CEO, Here, England

Some guiding principles and places to start...

Practice Facilitative Leadership

- Regularly convene conversations with your team about what shared leadership, shared accountability, and self-management look like in your practice.
- “Advice for leaders: Let go and trust. Only coach.” – Nurse, Buurtzorg, Netherlands
- Understanding the “Why” enables people to respond autonomously when things turn out differently than anticipated.
- “Lead by communicating intent instead of tactics. Communicate intent and let people figure out themselves how to achieve it. No more passing information up-the-ladder only to receive untimely and unfit solutions from detached leaders.” – Manual Kublbock, The Caring Network Company

Establish Psychological Safety

- “Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes.” – Amy Edmondson
- For team members to contribute at the top of their ability they need to feel safe to respectfully question anyone or anything. They need to feel safe to speak up and offer their ideas. They need to feel safe to take on tough problems that they may fail at solving.
- Two related skills identified in Google's extensive research on exceptional teams: 1) deep listening and 2) conversational turn-taking.

Equip Everyone with Advanced Communication Skills

- Open and Honest Dialogue: Balancing skills in advocating, inquiring, attending, and suspending judgment.
- Nonviolent Communication: Focusing on observations, feelings, needs, and requests (instead of demands) without judgment, evaluation, or blame.
- Conflict Transformation: Ideally, conflicts are resolved by the involved parties. The help of a mediator is offered only if necessary.
- Peer Feedback: Feedback is an essential ingredient for improvement and growth. The most impactful feedback comes from close collaborators and people you look up to in your area of expertise. Create a culture where people are accountable to their peers and regularly ask for feedback about what they are *doing* as well as who they are *being*.
- “We are clear about accountability...and we changed the ways we met together so we could address tensions and give each other feedback.” – Helen Sanderson, Founder, Wellbeing Teams, England
- “Feedback and having good conversations is important. It's a practice that needs regular practice. We run training groups around feedback and difficult conversations.” – Zoe Nicholson, CEO, Here, England

Be Radically Transparent with Key Information

- Be “open by default.” Make all information available to everyone – unless there is a good reason not to.
- “On a monthly basis everyone has access to the same information as I do as the CEO. It’s a big shift from me not being Mum and the only person worrying about money.” – Helen Sanderson, Founder, Wellbeing Teams, England

Focus on the Empowerment Triangle

1. Competence (do you have the right experience, tools, training?)
 2. Clarity (do you know what you need to achieve and what the boundaries are?)
 3. Autonomy (do you have the freedom to do what you need to do?).
- “We do a lot of work through the whole organization making sure everybody has the three parts of the triangle in place.” – Edel Harris, CEO, Cornerstone, Scotland
 - Think together about how you might move away from rigid job descriptions to establishing more dynamic roles and responsibilities.

Explore Ways to Decentralize Decision-Making

- Trust people on the frontlines. Move decision-making authority to where the information is and enable those that feel a sense of urgency to take initiative. This avoids decision bottlenecks and allows for decisions being made quickly where they are needed.
- “So many businesses treat their colleagues almost as if they’ve had their brains removed. Allow people to feel free to make decisions and do the right thing and use their initiative and creativity.” – Edel Harris, CEO, Cornerstone, Scotland

Honor Wholeness

- Wholeness is the need to feel sufficient as an individual and connected to others as part of something larger; striking a balance between *being* and *doing*.
- Leverage each team member’s unique strengths.
- “You find out things you didn’t think you could do. You get the best from yourself. You stimulate each other. If you can’t do it, someone else can. Together you are strong.” – Nurse, Buurtzorg, Netherlands