Leadership and self-managing organisations

Special Focus Dialogue with Lisa Gill and Helen Sanderson for UICC members
Impromptu Networking
A "self-managing organisation" means:

- There is no structure and therefore it's chaos: 1.7
- Decision making takes a long time: 2
- People do what they want and there is no accountability: 1.7
- There is no leadership, everyone must be equal: 2

Strongly disagree

Strongly agree
Self-management: what is it and why are people interested in it now?
“Self-managing organisations are those that radically decentralise authority in a formal and systematic way throughout the organisation.”

Source: “Self-managing organizations: Exploring the limits of less-hierarchical organizing” by Amy Edmondson and Michael Y. Lee
Only 15% of employees worldwide are engaged

Only 12% of employees in Europe say they’re always consulted before objectives are set for their work

Excess of bureaucracy costs the U.S. economy more than $3 trillion in lost economic output
Health and social care

- Wellbeing Teams
- BUURTZORG
- Cornerstone
- avivo
- tere
- Evangelische Schule Berlin Zentrum
- MORNİNG STAR
- BEETROOT
- nearsoft
- yash pakka
- percolab
- 10pines
- Haier
- the ian martin group
- en-spiral
- MATTBLACK SYSTEMS
Myth #1: There is no structure and therefore it’s chaos
<table>
<thead>
<tr>
<th>FROM...</th>
<th>TO...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decision-making through hierarchy</td>
<td>Clear, distributed decision-making processes</td>
</tr>
<tr>
<td>Static job descriptions</td>
<td>Detailed, dynamic roles (often granular)</td>
</tr>
<tr>
<td>Information shared on need-to-know basis or held by managers</td>
<td>Transparent sharing of information</td>
</tr>
<tr>
<td>Performance management and annual reviews</td>
<td>Clarity of what good looks like and feedback processes owned by individuals and teams</td>
</tr>
<tr>
<td>Conflict resolution managed through HR</td>
<td>Peer-owned conflict “transformation” processes</td>
</tr>
</tbody>
</table>
Roles, Confirmation Practices and Values
# Clear Roles and Accountabilities

<table>
<thead>
<tr>
<th>Person</th>
<th>Role</th>
<th>Domain</th>
<th>Accountabilities</th>
</tr>
</thead>
</table>
| Helen            | Finance                           | Bank Account                    | • Overseeing the financial health of Wellbeing Teams  
• Providing financial information to inform decision making |
|                  | Outward facing communications     | Linked In Website, Blogsite, You Tube, Twitter account | • Sharing what we are learning on social media  
• Presenting our learning at conferences and events  
• Providing website updates |
|                  | Partnerships and Possibilities    |                                 | • Deciding who to partner with for future innovations  
• Identifying the next experiments that we want to test in new places with new partners |
**Confirmation Practices - National Team**

**Name:** Helen  
**Date:** 22nd May

<table>
<thead>
<tr>
<th>Statement</th>
<th>Checklist Areas (weekly/monthly)</th>
<th>Data and observations</th>
<th>1-5</th>
<th>Why I gave myself this score</th>
<th>What I intend to do over the next 2 weeks</th>
</tr>
</thead>
</table>
| **Role: Outward Facing Communications**                                   | Monthly blog  
Weekly fli    
10 plus tweets a week  
Podcast                                    | See my blogs on blogsite and LinkedIn  
See my film on Linked In  
See my tweets over the week  
Number of speaking engagements this year  
Number of articles/book chapters  
Number of podcasts  
Speaking events booked/completed  
May 2  
June 4  
July 1  
September: 3  
October 2  
November 1  
Book chapter 1                                                             | 4    | Shared podcast  
Film last week  
Working on Blog with RSA  
Recorded 2 podcasts this week                                                | Go on twitter daily when at work                                                             |
| **Wellbeing Teams have a strong national presence on social media - sharing what we are doing and trying (content marketing strategy)** | Monthly (average) presentation at relevant events                                               |                                                                                       |      |                               |                                                   |
| **We are speaking and presenting at relevant events (marketing strategy) and sharing learning through articles/podcasts/publications** |                                                                                               |                                                                                       |      |                               |                                                   |
Myth #2:
Decision making takes a long time
## Decision making styles

Source: Adapted from Samantha Slade's “Going Horizontal”

<table>
<thead>
<tr>
<th>Role-based</th>
<th>Control</th>
<th>Accountability</th>
<th>Participation</th>
<th>Speed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role-based</td>
<td>Individual</td>
<td>Decision maker</td>
<td>None</td>
<td>Fastest</td>
</tr>
<tr>
<td>Majority vote</td>
<td>Collective</td>
<td>Collective</td>
<td>Yes (but superficial)</td>
<td>Fast</td>
</tr>
<tr>
<td>Advice process</td>
<td>Individual</td>
<td>Decision maker</td>
<td>Yes</td>
<td>Medium</td>
</tr>
<tr>
<td>Consent</td>
<td>Collective</td>
<td>Collective</td>
<td>Yes</td>
<td>Medium</td>
</tr>
<tr>
<td>Consensus/unanimity</td>
<td>Collective</td>
<td>Collective</td>
<td>Yes</td>
<td>Slow</td>
</tr>
</tbody>
</table>
Decision-Making
Role-based, tactical and governance meetings
Decision-Making
Role based, tactical and governance meetings
Our purpose is to do whatever it takes to support people to live well at home and be part of their community. Our values are Compassion, Responsibility, Collaboration, Curiosity, Creativity and Flourishing.

Living well at home

Off track

Bit off track

On track
Breakout room discussion:

What have you heard?
What does it mean for me?
What questions do you have?
Myth #3: People do what they want and there is no accountability
From parent-child to adult-adult

- Comfort zone: "Caring parent"
- Apathy zone
- Development zone: Adult-to-adult
- Anxiety zone: "Critical parent"

Source: Adapted from Amy C. Edmondson’s "Teaming"
Accountability
Team agreements - clarity about what is OK and not OK
BRAVING DEFINITIONS

The acronym BRAVING breaks down trust into seven elements:

**Boundaries, Reliability, Accountability, Vault, Integrity, Nonjudgment, and Generosity.**

**BOUNDARIES:** Setting boundaries is making clear what’s okay and what’s not okay, and why.

**RELIABILITY:** You do what you say you’ll do. At work, this means staying aware of your competencies and limitations so you don’t overpromise and are able to deliver on commitments and balance competing priorities.

**ACCOUNTABILITY:** You own your mistakes, apologize, and make amends.

**VAULT:** You don’t share information or experiences that are not yours to share. I need to know that my confidences are kept, and that you’re not sharing with me any information about other people that should be confidential.

**INTEGRITY:** Choosing courage over comfort; it’s choosing what’s right over what’s fun, fast, or easy; and it’s practicing your values, not just professing them.

**NONJUDGMENT:** I can ask for what I need, and you can ask for what you need. We can talk about how we feel without judgment.

**GENEROSITY:** Extending the most generous interpretation to the intentions, words, and actions of others.

The BRAVING Inventory can be used as a rumble tool—a conversation guide to use with colleagues that walks us through the conversation from a place of curiosity, learning, and ultimately trust-building.

Source: Brené Brown’s “Dare to Lead”
Our Purpose
To do whatever we can to support people to live well at home and be part of their community
Compassion
Responsibility
Curiosity
Creativity
Flourishing

Team Agreements

Our dress code
- Black or dark pants or jeans
- Suitable tops, not revealing and fit for work
- Flat shoes, no sandals
- Hair tied back and tidy
- Short nails and no jewelry
- Jewellery to be minimal and minimal makeup
- Black jacket and bag to be worn used

- Getting together outside of work when possible so that it feels like we have more personal
- To have each others backs and contribute to a supportive team
- We only use a phone when supporting someone if it is directly related to their care and support, we always explain what we are doing and why
- We support each other to develop professionally and personally
- We are open, honest, and disclose everything (good or bad) and voice any concerns
- To recognize each others strengths and encourage these to be shared
- If we don’t know the answer, we find it!
- When on shift, we turn on slack notifications, we check and respond to them between visits
Our Team Agreements

We choose courage over comfort and we do what we believe is right not what is easy.

We ask for feedback to help us grow and develop.

We ask for what we need and make it clear, what's possible, what's OK, what's not OK and why.

We give and ask for clarity so that our expectations of what needs to happen are the same.

We say as soon as we are aware that something is getting in the way of delivering our work and ask for what we need.

We know somethings will go wrong. When we make a mistake we own it, say sorry and do what we need to make it right, and learn from it.

We share our mistakes with each other, we actively contribute to creating a culture of shared learning, transparency and trust.

When we notice that one of us hasn't delivered on a deal we expect each other to communicate this.
<table>
<thead>
<tr>
<th>Team Agreements - Helen</th>
<th>Score</th>
<th>Why?</th>
<th>Next?</th>
</tr>
</thead>
<tbody>
<tr>
<td>We choose courage over comfort and we do what we believe is right, not what is easy.</td>
<td>4</td>
<td>Telling a customer that we would not go into a competitive tender (and then getting the work!) Not just extending the contract with a partner - that would have been the easy thing to do but not right for us.</td>
<td></td>
</tr>
<tr>
<td>We ask for feedback to help us grow and develop.</td>
<td>1</td>
<td>I have not asked for feedback in the last month</td>
<td>Ask someone each week and be specific what feedback I am looking for</td>
</tr>
<tr>
<td>We ask for what we need and make it clear, what's possible, what's OK, what's not OK and why.</td>
<td>3</td>
<td>Focus on Compassionate Communication is really helping here and with focus on roles/Holacracy</td>
<td></td>
</tr>
<tr>
<td>We give and ask for clarity so that our expectations of what needs to happen are the same.</td>
<td>4</td>
<td>Tried to do that in email to prepare for today</td>
<td></td>
</tr>
<tr>
<td>We say as soon as we are aware that something is getting in the way of delivering our work and ask for what we need.</td>
<td>3</td>
<td>Tactical meetings are very helpful for this but - we have lots of stuff on our Trello to do list that we don't get to? I think getting back to Confirmation Practices will help here</td>
<td>Use Confirmation Practices regularly</td>
</tr>
<tr>
<td>We know something will go wrong. When we make a mistake we own it, say sorry and do what we need to make it right, and learn from it.</td>
<td>3</td>
<td>Can't think of a recent example here but feel safe enough to do this</td>
<td></td>
</tr>
</tbody>
</table>
Helen 11:50 AM

I will
❤️ post on the Friday Failure with more courage
❤️ ask for feedback each week (however hard this feels!)

Michelle Livesley 4:44 PM

😊 I will lean further into my vulnerability by asking for more feedback

Apr 6th

Ben 😞 4:31 PM

❤️ I will seek clarity when I am unsure or uncomfortable.
❤️ I will ask for what I need with clarity and certainty. (edited)
Myth #4: There is no leadership
From parenthood to partnership...

“We already know how to be good parents at work. The alternative, partnership, is something we are just learning about. Our difficulty with creating partnership is that parenting is so deeply ingrained in our muscle memory and armature that we don’t even realise we are doing it.”

– Peter Block, Stewardship
My One Page Profile
Helen Sanderson

What people like and admire about me:
- Thoughtful
- Inspirational
- Passionate about change
- Big thinker
- Supportive

What matters to me:
- To spend time with my family: have an evening or afternoon just with Andy each week. Go to Ellie’s yoga class each week, see Kate and Laura when they are back from university and keep in touch through our family What’s App group.
- To be together with my big extended family for a weekend at least three times a year, and speak to or text my sister Clare, Nik and Mum every other week.
- To meditate and do a little yoga every day (for 10-15 minutes)
- To keep learning new skills. At the moment this is around social media and stained glass.
- To have a Mac computer, and have my iPhone with me at all times. To keep in touch with people through Facebook, Linked In and Twitter
- To be by the sea and walk at Broad Beach as many weekends as I can (usually about 8 a year), and to have a family holiday abroad if we can.
- To have hens (currently 3), and cats (3), and spend time pottering in the garden each week.
- To write to consolidate my thinking, and to share what we are learning. I usually have a writing project on the go.
- To have honest, trusting relationships with everyone I work with.

How best to support me:
- Know that I get frustrated playing telephone tag. Text and emails work best for me, or booking a time for a call.
- Get back to me when you say you will, and meet deadlines we have agreed or let me know if this is not possible (before the deadline is missed!).
- Know that I drown in detail, but love thinking big picture and strategy.
- Be upfront and straight with me – please don’t rely on me second guessing you or picking up hints. I need people to be frank and honest.
- Know that I get frustrated repeating discussions because we can’t remember what we agreed the first time we talked about it.
- Please make sure we always know who is recording actions in meetings or conversations.
The 10 benefits of using one-page profiles with colleagues

1. Ensure everyone is seen as a person — helps people feel valued, builds mutual respect
2. Improve partnerships with patients and can deliver better outcomes
3. Can offer better support to each other
4. Help prevent problems and barriers in communication
5. Use our talents and skills better
6. Help us to understand each other better and be more tolerant of each other
7. Help communication across hierarchy — see each other in different light
8. Build teams and creates sense of belonging
9. Enable us to learn from each other — sharing experiences, skills
10. Can inform matching colleagues to patients, mentors or projects

This was developed with colleagues from a CCG hospice, university and 37 acute trusts who are part of the Macmillan Value Based Standards programme.
Using one-page profiles with volunteers

1. June sees advert for OPAAL volunteer.
2. June calls Sue, the local volunteer coordinator, for an informal chat.
3. Sue sends June an information pack and a volunteer application.
   - This includes:
     - What one-page profile is
     - Why it is used
     - Why you use it
     - A volunteer example
4. Sue and June meet - one to one (50 min)
   - Start here

- Sue talks about how it's going.
- Sue makes sure June's one-page profile is up-to-date
  - This is the section for the "Support" section
5. Sue matches June to a customer.

- June shadow with Linda, an experienced volunteer.
- June starts volunteering.

- Sue and June meet - one to one (30 min)
- June signs up to volunteer.
- They build on June's draft one-page profile
  - June's background
  - Sue makes sure June is clear about how it will be used

- Sue attends induction training
- This includes 1 or 2 hours on one-page profiles.
- June starts to draft her one-page profile with Sue's support.

- Sue and June meet for an informal "Interview"
- They talk about:
  - What skills and personal qualities June has
  - How she sees her own potential
  - How and why one-page profiles are used
- Sue starts to gather information for June's one-page profile.
Hi @channel I’ve started this channel so that we can have a space to check in and express how we are feeling during these uncertain times. We use a similar check in board at Wellbeing Teams weekly meetings

💖 I’m great
💙 I’m OK
💚 I’m meh
💛 I’m struggling
🖤 I’m having a tough time and wouldn’t mind a check in
💔 I’m not doing great

This is something to do if it makes sense and helps, but not an expectation. The only expectation is that we respond if one of us is 💛 🖤 or 💔 today, I’m feeling 💙 (edited)
Follow-up blog based on your questions coming soon...!
Lisa Gill
Connect with Lisa on LinkedIn
Twitter: @disruptandlearn
lisa.gill@tuffleadershiptraining.com
Podcast: Leadermorphosis

Helen Sanderson
Connect with Helen on LinkedIn
Twitter: @HelenWBTeam
helen@wellbeingteams.org
Podcast: A Cup of Teal
More resources to keep learning

Books:
Reinventing Organisations by Frederic Laloux
Brave New Work by Aaron Dignan
Going Horizontal by Samantha Slade

Tools:
The Ready – tension and practice cards
Helen’s blog about Confirmation Practices
Thinking Tools on the Think About Your Life website and more about One Page Profiles

Other:
Lisa’s blog on 10 components for self-management and the shift from parenthood to partnership in organisations