

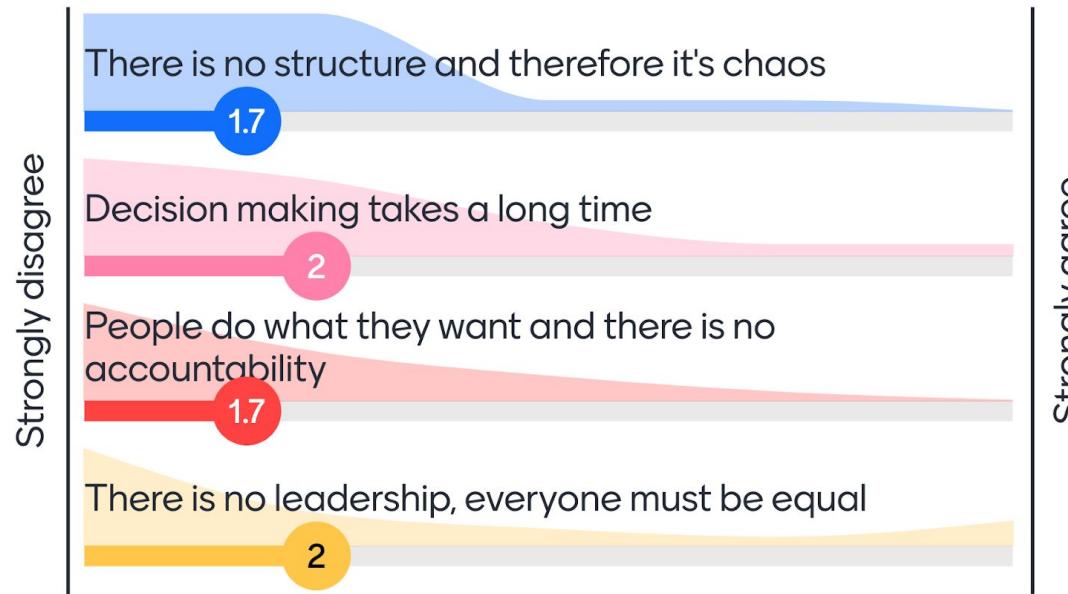
Leadership and self-managing organisations

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Special Focus Dialogue with Lisa Gill and Helen Sanderson
for UICC members

Impromptu Networking

A "self-managing organisation" means:



**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



Evangelische Schule Berlin Zentrum



THE IAN MARTIN GROUP



Health and social care



Wellbeing
Teams





Myth #1:

There is no structure and therefore it's chaos

Self-managing organisations reinvent 5 key processes:

FROM...	TO...
Decision-making through hierarchy	Clear, distributed decision-making processes
Static job descriptions	Detailed, dynamic roles (often granular)
Information shared on need-to-know basis or held by managers	Transparent sharing of information
Performance management and annual reviews	Clarity of what good looks like and feedback processes owned by individuals and teams
Conflict resolution managed through HR	Peer-owned conflict “transformation” processes



Wellbeing
Teams



Roles, Confirmation Practices and Values

Clear Roles and Accountabilities

Person	Role	Domain	Accountabilities
Helen	Finance <ul style="list-style-type: none">• To provide financial information to inform decision-making	Bank Account	<ul style="list-style-type: none">• Overseeing the financial health of Wellbeing Teams• Providing financial information to inform decision making
	Outward facing communications <ul style="list-style-type: none">• To share what we are doing, learning and trying	Linked In Website Blogsite You Tube Twitter account	<ul style="list-style-type: none">• Sharing what we are learning on social media• Presenting our learning at conferences and events• Providing website updates
	Partnerships and Possibilities <ul style="list-style-type: none">• To find best fit partners and possibilities for Wellbeing Teams to learn, expand and develop		<ul style="list-style-type: none">• 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 based on Roles

Confirmation Practices - National Team

Name: Helen

Date: 22nd May

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



Myth #2: Decision making takes a long time

Decision making styles

Source: Adapted from Samantha Slade's "Going Horizontal"

	Control	Accountability	Participation	Speed
Role-based	Individual 	Decision maker 	None 	Fastest 
Majority vote	Collective 	Collective 	Yes (but superficial) 	Fast 
Advice process	Individual 	Decision maker 	Yes 	Medium 
Consent	Collective 	Collective 	Yes 	Medium 
Consensus/unanimity	Collective 	Collective 	Yes 	Slow 



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?

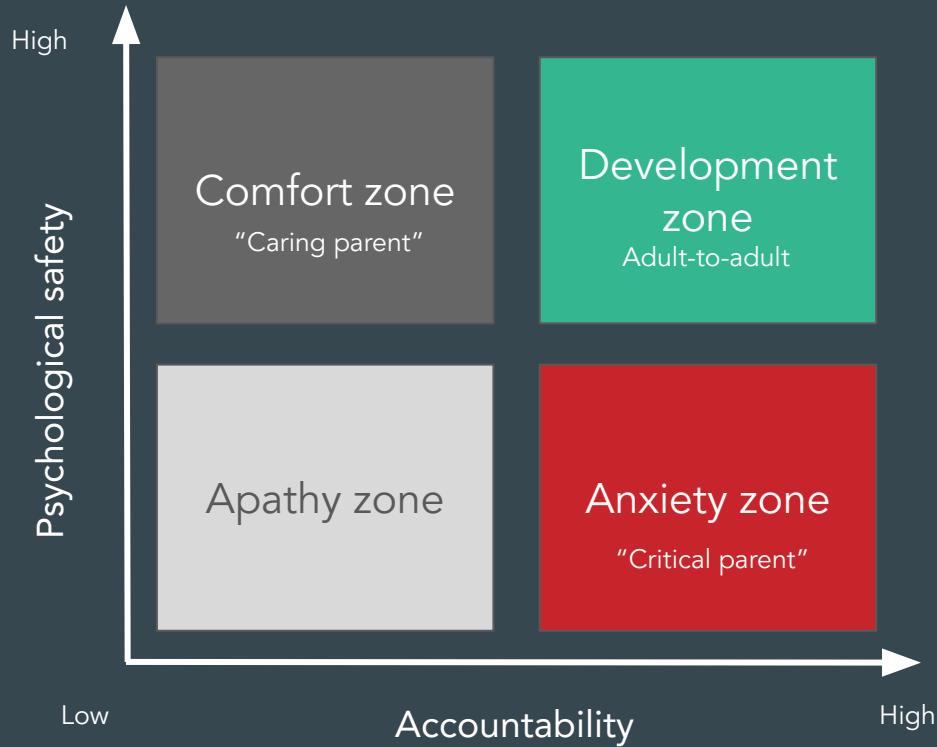
What does it mean for me?

What questions do you have?



Myth #3: People do what they want and there is no accountability

From parent-child to adult-adult



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.

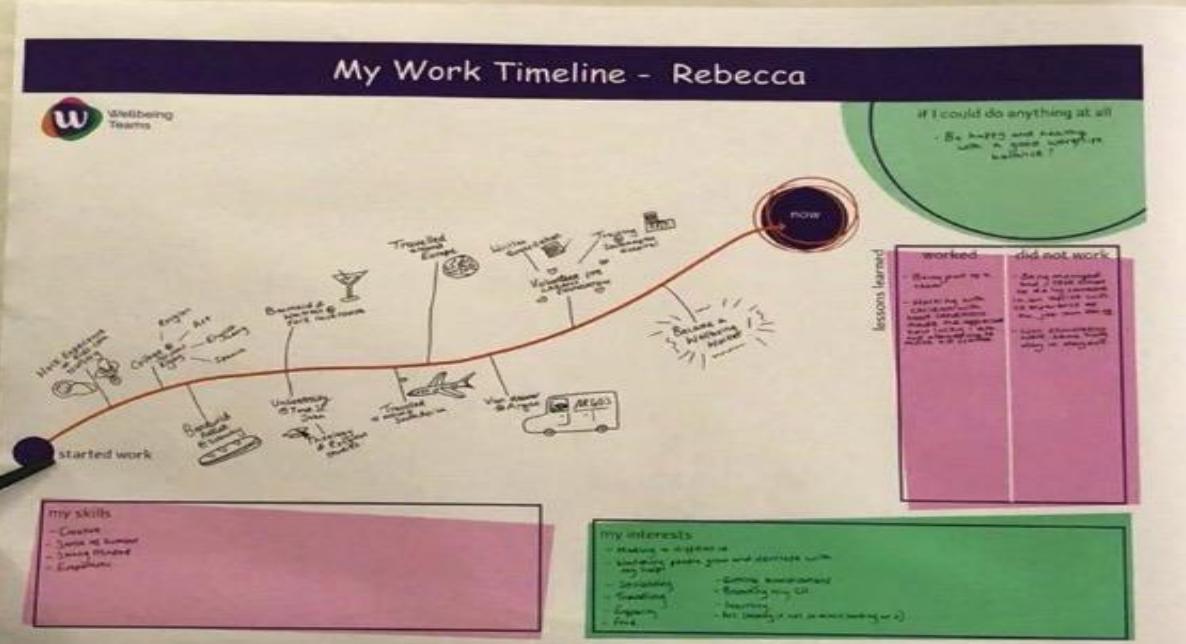
INTEGRITY: Choosing courage over comfort; it's choosing what's right over what's fun, fast, or easy; and it's practicing your values, not just professing them.

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.

Source:
Brené Brown's
“Dare to Lead”

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.



Our Purpose
To do whatever we can to support
people to live well at home and be
part of their community

Our values
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 + no acrylics.
 - Jewlery - to be minimal, acrylics.
 - Black jacket and bag, to be worn/used
 - Minimal make up

- 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's 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 recognise 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 sometimes 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.

We trust you.

Our Team Agreements Review

Team Agreements - Helen	Score	Why?	Next?
We choose courage over comfort and we do what we believe is right, not what is easy.	4	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.	
We ask for feedback to help us grow and develop.	1	I have not asked for feedback in the last month	Ask someone each week and be specific what feedback I am looking for
We ask for what we need and make it clear, what's possible, what's OK, what's not OK and why.	3	Focus on Compassionate Communication is really helping here and with focus on roles/Holacracy	
We give and ask for clarity so that our expectations of what needs to happen are the same.	4	Tried to do that in email to prepare for today	
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.	3	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	Use Confirmation Practices regularly
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.	3	Can't think of a recent example here but feel safe enough to do this	



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

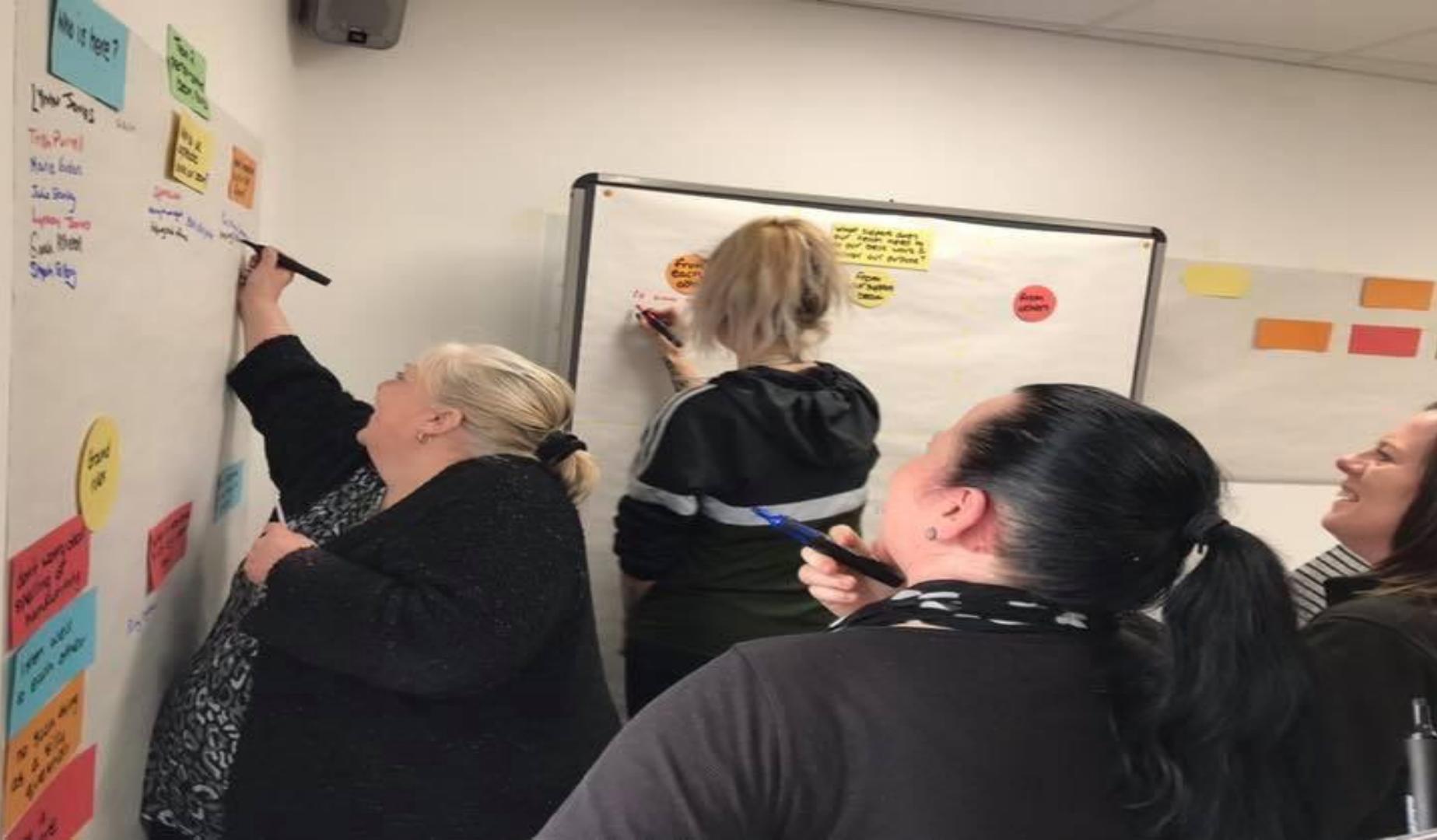


Ben 🙀 4:31 PM

❤️ I will seek clarity when I am unsure or uncomfortable.

❤️ I will ask for what I need with clarity and certainty. (edited)

The screenshot shows a mobile application interface. At the top, there is a dark header bar with signal strength, the network provider 'EE', and a Wi-Fi icon. To the right of the header is the time '11:26 am'. Below the header is a navigation bar with a close button 'X' and the text 'Wellbeing Teams'. On the far right of the navigation bar is a magnifying glass icon. The main content area has a light gray background. On the left side, there is a vertical decorative bar with horizontal stripes in shades of orange and red. In the center, there is a white rectangular card with a thin gray border. The card has the title 'To Do' at the top. Below the title is the task description 'Ask for feedback each week'. To the left of the task description is a small eye icon. To the right of the task description are three circular profile pictures of people. The bottom edge of the screen shows a portion of another row of circular profile pictures.





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*

Name:

What people appreciate about you

Type here

Photo

What is important to you

Type here

How best to support you as a Volunteer Cancer Support Advocate

Type here

My One Page Profile

Helen Sanderson



What people like and admire about me:

- Thoughtful
- Inspirational
- Passionate about change
- Big thinker
- Supportive

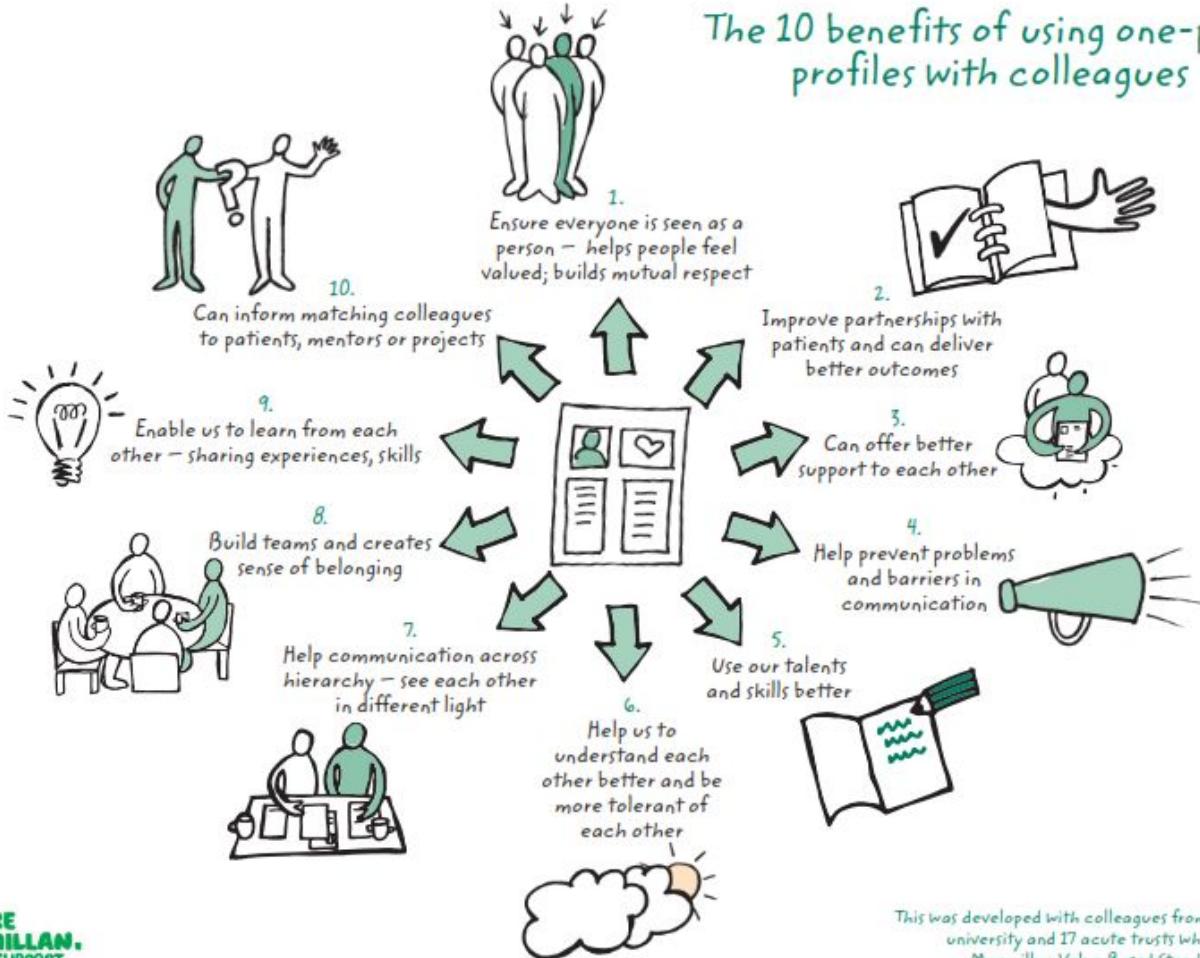
What matters to me:

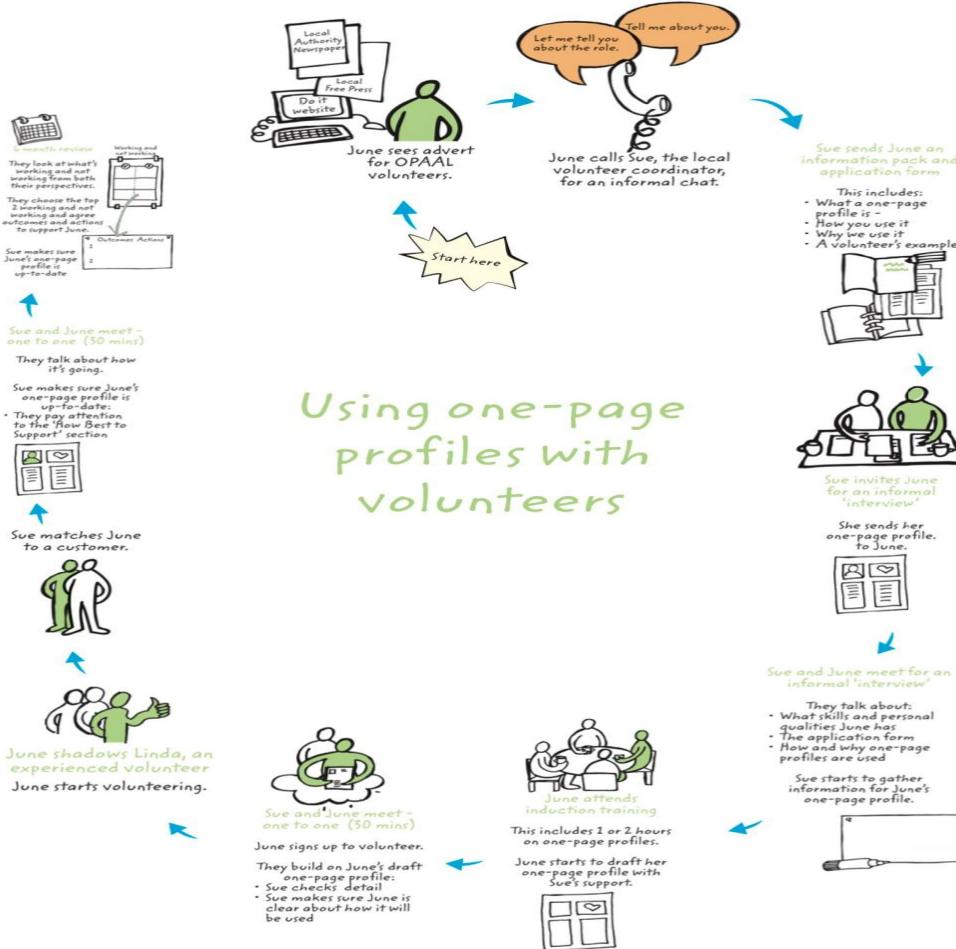
- To spend time with my family: have an evening or afternoon just with Andy each week. Go to Ellie's yoga class each week, see Kate and Laura when they are back from university and keep in touch through our family What's App group.
- To be together with my big extended family for a weekend at least three 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 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







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

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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