Practices

What new ways of working might help with your tensions?

Craft a clear and compelling purpose for the organization	Craft a clear and compelling purpose for every team and every role	Ask teams to share their strategy for the next six to twenty-four months	Clarify the metrics that matter and use them to steer	Replace "Is it perfect?" with "Is it safe-to-try?"
Clarify the decision rights held by teams and roles	Use the concept of a waterline to create guardrails around team and individual autonomy	Crowdsource and eliminate policies and processes that no longer make sense	Start by stopping a meeting, process, or habit that is holding us back	Define spending thresholds below which no approval or advice is necessary
Replace the permission process with a robust advice process	Form SLAM teams (self-managing, lean, audacious, multi-disciplinary) around critical initiatives	Decentralize some of the work of central functions to teams at the edge for greater context and speed	Abandon singular job titles and descriptions for modular roles and role mixes	Develop and define the roles and accountabilities inside every team
Invite teams to create and edit their own roles	Allow people to hold multiple roles on multiple teams	Move from static to dynamic teaming—a marketplace of roles, teams, and projects	Create a skills database to help teams find knowledge and mastery across the org	Ensure our project and investment portfolio contains sure things and wild swings
Trade "perfect" execution for constant learning and iteration	Use even over statements (e.g. speed even over quality) to make strategic priorities and tradeoffs explicit	Move from an annual budget to a dynamic budget	Start each period with a zero-based budget and virtual investment to capture the wisdom of the crowd	Set aside funds every quarter to be allocated by the team using participatory budgeting
Invite everyone to spend 20% of their time (or more) working on whatever inspires them	Break the work into sprints to learn faster and reduce risk	Limit work in progress to a specific number of projects, initiatives, or tasks	Eliminate all status updates, project reviews, and other bureaucratic theater	Eliminate or repurpose one-on-ones that gravitate toward permission or politics
Hold regular governance meetings to update agreements, rules, policies, roles, and structures	Elect a facilitator and scribe on every team to keep meetings productive and documented	Use a meeting moratorium to rebuild our operating rhythm from scratch	Learn and leverage proven meeting structures that consistently move the work forward	Hold regular retrospectives to build learning into every team, project, and initiative
Begin meetings with a chance to get present and check in as human beings	End meetings by observing what we—as a team—can do better next time	Take turns or speak in rounds to hear all voices during meetings and calls	Give up preplanned agendas and start building them on the fly	Create dashboards that make team activity and performance visible
Make org and team financials transparent and accessible	Make compensation transparent to everyone in the organization	Work in public by making workflow and work in progress visible to other teams	Stop sharing files and switch to software that supports real-time collaboration	Ensure that all agreements, rules, policies, roles, and structures are transparent, documented, and governable
Phase out internal email and move to Slack, Teams, or Workplace	Institute a regular ask-me-anything meeting that's open to everyone	Prioritize generative difference when hiring and forming teams	Create a team charter for every team, project, or initiative	Create a "user manual to me" for every member of the team
Make time for gratitude, recognition, and celebration	Replace annual performance reviews with continuous feedback	Share a round of instant feedback after every sprint, event, or milestone	Create communities of practice for knowledge sharing and development	Transition from individual rewards to collective rewards
Conduct a start, stop, continue exercise on our portfolio of projects and initiatives	Offer peer-to-peer masterclasses taught by team members	Use videoconferencing to increase emotional intelligence during remote meetings and calls	Limit teams and committees to fewer than nine people	Develop a conflict resolution process and highlight productive conflict

THE READY