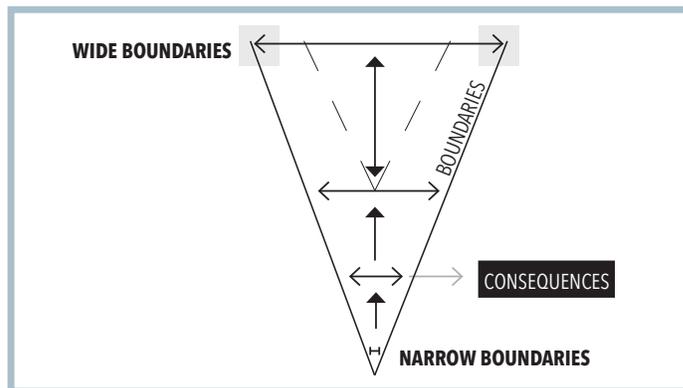


## HERE TOOL

# FREEDOM V

- Boundaries and consequences help promote self-governance and keep people focused on the mission. The Freedom V is a HERE tool, a mental model for the vehicle that moves you along the PATH.
- Self-governance is the power to make choices, set boundaries, and steward responsibility without a dependency on external forces. Organizations that promote self-governance are the most effective because:

- They use the vision and values of individuals as a motivator rather than fear or an impersonal sense of duty. People work harder and more effectively if they are passionate about what they are doing.
- They treat participants as co-owners in the mission of the organization.
- They are centered on truth and reality. By acknowledging healthy boundaries and consequences, self-governance reduces the time we waste avoiding the realities of consequences and making excuses that derail us from otherwise pursuing the mission.



## STRUCTURE DEMANDS BEHAVIOR

- Expectations & consequences create the structure or walls of the V, and must be clearly communicated.
- All behavior that lies within the V is permissible.
- All behavior that goes outside of the V is not permissible and must have some consequence attached to it
  - Consequences drive behavior. We have to follow through on advertised consequences or lose trust.
  - When an individual goes outside the boundaries of the structure, they experience a MOT\* and are moved down the V, in other words their boundaries are tightened.
  - When individuals show propensity, they are moved up the V and given a greater level of autonomy.
  - Consequences should not exist simply to punish, they are developmental and exist to teach individuals how to live within the communicated boundaries.
  - People dislike perceived negative consequences, and will attempt to avoid them
- Meaningful organizations can use The Freedom V to communicate what is honorable and what is shameful.
- We want individuals to have all the freedom they can handle, but not more.
- The Freedom V is used to teach individuals the value of boundaries and encourage them toward self-governance, to create their own boundaries within the structure given.

## CHARACTERISTICS IN THE BOTTOM OF THE V

- **Very narrow boundaries.** Minimal freedom, close level of oversight
- **Leadership Styles** typically used: Directive, Transactional
- **Types of Influence** typically used: Positional, Coercive, Reward
- Examples:
  - A toddler who doesn't yet understand how the world works
  - A new employee learning the ropes
  - An existing employee moving into a new position within the organization/or moving under a new manager

## CHARACTERISTICS IN THE MIDDLE OF THE V

- **Narrow-wide boundaries.** Moderate level of freedom, moderate level of oversight
- **Leadership Styles** typically used: Transactional, Participative, Delegative
- **Types of Influence** typically used: Coercive, Reward, Expert, Referent
- Examples:
  - An employee who has been on the job for 6-12 months
  - A teenager going into high school
  - An existing employee who has recently been moved down the Freedom V

## CHARACTERISTICS AT THE TOP OF THE V

- **Wide boundaries.** High level of freedom, minimal oversight
- **Leadership Styles** typically used: Mainly Transformational, sometimes Delegative
- **Types of Influence** typically used: Expert, Referent
- Examples:
  - A child going off to college
  - An employee who has demonstrated high levels of proficiency, an ability to self govern, and commitment to the mission

**What are some examples of a time you've been in each of the three sections of the V listed above? How did you feel in each?**

**Why are boundaries important? What are some boundaries you have set for yourself in either your work or personal life?**

\*MOT on page 11