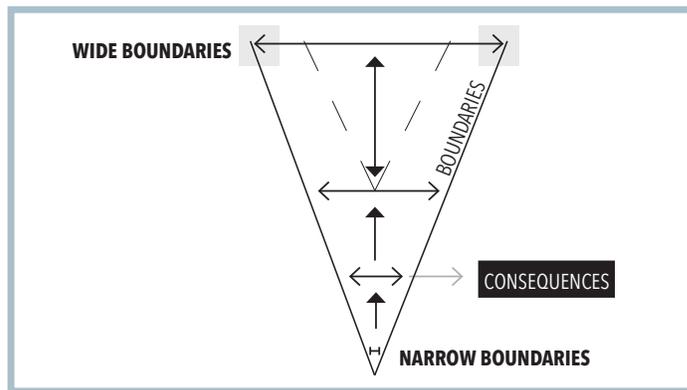


HERE TOOL

FREEDOM V

A tool for teaching and encouraging self-governance. Self-governance is the power to make choices, set boundaries, and steward responsibility without a dependence on external forces. The Freedom V helps us see where we are in relation to boundaries, encounter consequences with courage, and funnel our efforts toward self-governance, all while participating effectively in our communities.



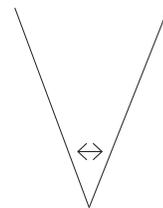
- Boundaries and consequences help create a structure that promotes self-governance and keeps people focused on the mission. The Freedom V is a HERE tool, a mental model for the vehicle that moves you along the PATH.
- Self-governance is the power to make choices, set boundaries, and steward responsibility without a dependence 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

- Boundaries & 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, we must use the MOT* to establish truth/reality and create a plan. A consequence is that individuals can be 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 within their roles.
 - Consequences should not exist simply to punish, they are developmental and exist to teach individuals how to live within the established boundaries.
 - People dislike perceived negative consequences, and will attempt to avoid them
 - The Freedom V is a tool organizations can use 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.

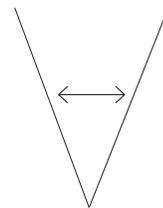
CHARACTERISTICS IN THE BOTTOM OF THE V

- **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



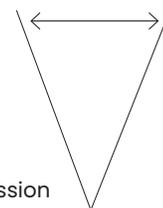
CHARACTERISTICS IN THE MIDDLE OF THE V

- **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



*Moment of Truth (MOT) on page 24



QUESTIONS TO CONSIDER:

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

What are some boundaries that have been communicated to you within your role?

Have you ever gone outside the boundaries given to you? What were the consequences?

What did you learn from the consequences?