

PURPOSE*How we orient and steer***STRATEGY***How we plan and prioritize***WORKFLOW***How we divide and do the work***MEMBERSHIP***How we define and cultivate relationships***AUTHORITY***How we share power and make decisions***RESOURCES***How we invest our time and money***MEETINGS***How we convene and coordinate***MASTERY***How we grow and mature***STRUCTURE***How we organize and team***INNOVATION***How we learn and evolve***INFORMATION***How we share and use data***COMPENSATION***How we pay and provide***USING THE OS CANVAS**

The canvas can provoke incredible conversations and powerful stories. It can help you and your team identify what to amplify and what to change. It can even help you find unexpected sources of inspiration. But for your first foray into what can be an emotional and challenging conversation, we recommend a lightly structured workshop format that has proven to be both safe and effective. Here are some brief instructions that will help you on your way.

- 1 Setup.** Reserve a quiet and spacious room with at least one big blank wall or window. Invite your team or a group of no more than fifteen interested participants from across the company. Print out each of the twelve OS Canvas dimensions (available at BraveNewWork.com) and place them on the wall prior to the session. Provide two pads of sticky notes (yellow and green) and a Sharpie for each participant.
- 2 Check-in.** Ask each participant to “check in” to the meeting by answering the following question: What has your attention? Push the group for vulnerability and candor. Model it by checking in first.
- 3 Introduction.** Introduce participants to the concept of the organizational operating system using select passages from our new book, *Brave New Work*, available at bravenewwork.com.
- 4 Tensions.** Ask everyone to generate a list of tensions they’re feeling day to day based on the following questions: What is preventing you (or your team) from doing your best work? What is slowing you (or your team) down? What is our biggest problem as an organization? Ask each attendee to write down each of their tensions on a yellow sticky note (one per note), with a goal of at least five per person.
- 5 Bright spots.** Ask everyone to generate a list of the things that are going well based on the following questions: What is working? What is enabling you to do your best work? What is speeding you (or your team) up? What is helping you make better decisions? What are you proud of in terms of the way we work? What is our biggest strength as an organization? Ask each attendee to write down each bright spot on a green sticky note (one per note), with a goal of at least five per person.
- 6 Placement.** Now have each person place their tensions and bright spots on the canvas where they feel the issue is rooted most strongly. As they place each one, have them offer a short explanation to the group. Allow the notion that some tensions belong in multiple dimensions. Allow questions and answers.
- 7 Discussion.** One dimension at a time, discuss the tensions that were placed on the canvas and identify themes and patterns. As a group, ask yourselves: Why are these issues present now? What underlying structures, rules, or processes are contributing to them? What personal behavior, attitudes, and assumptions are contributing to them? How are the tensions in different dimensions connected? Are there bigger patterns present in the canvas (e.g., we have limited trust, so we reserve all decisions for management, so we have lots of meetings with people asking for permission)?
- 8 Sensing.** Based on everything you’ve all heard, ask the group what they would like to change. What one thing would they flip on its head? What addition or subtraction might unlock other possibilities? Capture any intentions or next actions and use them as fodder for your first few loops.